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# **SAN FRANCISCO AIRPORTS COMMISSION**



## **MINUTES**

JANUARY 16, 1979

**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**  
President

**MORRIS BERNSTEIN**  
Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z. L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport  
San Francisco, California 94128**



MINUTES  
OF THE  
MEETING  
January 16, 1979

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1. Call to Order

The regular meeting of the Airports Commission was called to order at 2:30 P.M., in Room 282, City Hall, San Francisco, California.

\* \* \*

2. Roll Call

Present: Commissioners Ruth S. Kadish, William K. Coblentz, Z.L. Goosby, J. Edward Fleishell.

Absent: Commissioner Morris Bernstein

\* \* \*

3. Pledge of Allegiance

Led by Commissioner Fleishell.

\* \* \*

4. Adoption of Minutes

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was adopted by order of Commission President Kadish:

No. 79-0001

Adoption of Minutes for Nov. 7, Nov. 21, & Dec. 5, 1978

\* \* \*

5. Secretary's Report on Items Passed in Commission Executive Session, December 27, 1978.

The Secretary's report is attached and included by reference.

\* \* \*

6. Calendar Items

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

(1) Declaration of Emergency



Director of Airports Richard Heath explained that this item was, in effect, confirming the action of the President of the Commission in declaring an emergency in the electrical system and that it was a necessary administrative step to legitimize an action already taken. He said that the work has been performed, and the electrical service restored.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted, as amended.

#### Interim Policy on New Carriers.

No. 79-0003

Interim policy to deal with new air carriers who may request permission to utilize the Airport.

The policy will hold the line on increased operations until the Joint Land Use Study has produced an Airport Operations Plan.

Mr. Richard Heath, Director of Airports said that this item was before the Commission at the December 19 meeting. After that discussion, Mr. Heath said that he had made two changes as indicated in his memorandum: the first was removal of the name of any other airport but talking in general about unused airfield capacity; and, secondly, referring to the airport element of the Regional Plan. Mr. Heath said that proposed policy will provide the Commission an opportunity to review each carrier's proposal and weigh the advantages of any new service against any effects of that service, in this way each proposal can be judged on its individual merit.

Mr. Gordon Jacoby, ABAG staff person working with the Regional Airport Planning Committee of MTC, urged adoption of the resolution, saying that it was a favorable step toward making the Airport more compatible with its neighbors. He said that it would allow for growth of the rate and type of aircraft necessary to bring about such compatibility and called for a cooperative effort in the Bay Area to make air traffic convenient but still compatible to residential areas.

Commissioner Goosby questioned the wording of the proposed resolution where it states that carriers which have been granted legal route rights but are not now operating shall be required to present their plans to the Airports Commission at a public hearing. He suggested adding the additional phrase, "to obtain approval of their plans", referring specifically to ground services, and baggage handling, and said that the resolution as presented does not allow for Commission disapproval especially in light of the Federal Government's prerogatives. He said that if the proposed plans of carriers were to present additional growth problems to which there are serious objections, Commission approval should be necessary. Mr. Heath said that the intent of the proposed resolution was to review the proposed ground operations, the area over which the Commission has clear legal authority. Mr. Heath said that he thought that Commissioner Goosby was correct in that the resolution would be strengthened if a phrase were added to the second section, saying plans for the handling of passengers, baggage and freight, etc., shall be approved by the Commission.

Commissioner Kadish suggested the wording, "subject to the approval of the Airports Commission".

Mr. Heath agreed to the wording: "such plans shall be subject to the approval of the Airports Commission".

\* \* \*





On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

(3) General Aviation

No. 79-004

Resolution urging Congress to amend the law to permit local airport authorities, in cooperation with the FAA, to make reasonable regulations restricting certain types of general aviation aircraft in their use of large commercial airports.

Mr. Heath explained that this resolution requested the Federal Government to alter the law, in order to grant airports, such as San Francisco, the power to impose reasonable restrictions or exclusions on general aviation aircraft. Mr. Heath said that a similar resolution had been passed by the San Francisco Board of Supervisors the day before.

Commissioner Fleishell asked if this proposed resolution was consistent with that passed by the Board of Supervisors.

Mr. Heath said that Supervisor Molinari's original resolution had been to ban all general aircraft at SFO, but had been amended by Supervisor Renne, and subsequently approved, to basically ask Congress to examine the present law and policy which precludes reasonable exclusions, or banning, for safety purposes.

Commissioner Kadish said that she understood the program at SFO was reasonably safe but she understood that 15 percent of all operations were for some kind of general aviation.

Mr. Heath agreed, saying that not all are small, single engine aircraft but there were a sufficient number so that a safety hazard was created. He added that as airfield capacity is reached, more safety hazards will be created.

Commissioner Goosby asked if general aviation paid a landing fee.

Mr. Heath replied that they were not charged a fee if they weighed less than 10,000 pounds. Mr. Heath stated that a proposal for new landing fees would be based on a minimum fee on all aircraft, regardless of weight.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted as awarded:

(4) Proposed Procedure for the Selection of Architects for Small Projects and Recision of Award of Firehouse Contract to Wong and Brocchini.

No. 79-0006

Recision of Award of Firehouse Contract to Wong and Brocchini.

Mr. Heath said that this item followed from the memorandum which he had presented at the last meeting concerning the procedure for the selection of architects for small projects. Mr. Heath said that since that discussion, the City Attorney's office had informed him that if two members of the Commission sit in on the second level of the selection process, it becomes a public hearing. He said that since it would be difficult to discuss the merits of candidates at a public hearing, Mr. Heath thought this could be handled by selecting a staff committee to conduct the interviews and make the selection, with any Commissioners who so desire to be present in an informative and advisory capacity.



He said that then those Commissions could report their views to the full Commission at a public hearing.

Commissioner Kadish said, after receiving the memorandum from Donald Garibaldi, Airports General Counsel, she reviewed the procedure. She said that the third stage of the selection process should consist of five staff members selected by the Director and any Commission members who desire to observe, advise, comment and recommend to the full Commission.

Mr. Garibaldi said that he would advise deletion of any reference to the participation of the Commissioners at the committee level; otherwise, a public hearing would be required. He said that Commission members could be present at meetings of the selection committee to observe any presentations made.

Commissioner Kadish said that the five staff members named would recommend their selection of one firm to the Commission.

Commissioner Goosby commented that at the time the selection is presented, the Commission could hold a discussion and public hearing.

Mr. Heath said that it should be resolved that the general policy of the Commission shall be that the contracts shall be awarded to the firms on a selected list and an architectural firm awarded a contract shall not become eligible for another project until all the architects on the list have worked on a project.

Commissioner Kadish asked if that wasn't included in the first "whereas" paragraph.

Commissioner Goosby remarked that when a resolution is passed, the "whereas" paragraphs don't count, only the "resolved" paragraphs are significant.

Mr. Heath agreed that this was a deficiency in the resolution and suggested the awarding: "after staff screening, a process shall be developed for the selection of architectural firms to handle projects of less than two million dollars at the Airport; in the first stage, all requests will be screened".

Commissioner Goosby said that he thought it fair that a selected firm would not be eligible for another small project until all the firms had had a chance; however, for future work on larger contracts, these firms should be eligible.

Mr. Heath said that he thought that once the terminal projects are completed, these architectural firms would be eligible for other projects.

Commissioner Goosby said the architect who gave up the fire house project should be commended.

Commissioner Coblentz then introduced a resolution, seconded by Commissioner Goosby, accepting the withdrawal of the architect.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted.



Custodial Contract for the North Terminal.

No. 79-0007

Resolution approving the final terms and conditions of the contract for custodial services for the North Terminal, and authorizing the Director of Airports to call for bid.

Mr. Heath explained that this item was brought back to the Commission because of some changes made by the Board of Supervisors; prior to their approval. He said that the successful bid price for basic maintenance could cost no more than 42 cents per square foot. He said that Harvey Rose, the Board's budget analyst, estimated that if the work was to be done inhouse, the cost would be 43 cents per square foot. Mr. Heath said that the Board had also limited the contract to 16 months with an expiration date of June 30, 1980. He said that the contract will be reviewed at that time to see if the contractor is doing the work properly and if money is being saved. He said that this earlier expiration date may result in a future higher contract prices because all equipment purchased during the sixteen month life of the contract will have its cost spread out over only sixteen months whereas if there had been a five year contract, the cost could have been spread out over a longer, five year period. Mr. Heath asked for Commission approval, of the new contract.

Commissioner Kadish said that it appeared to her that the problem of cost in relation to equipment purchased may not be a factor in the cost of a new contract, as it was highly probable that if a firm intended to bid on the job, it would bid with the understanding that if the firm did a good job, it would be in a good position for the second go-around. She called attention to a typographical error on page D-7.

Commissioner Goosby questioned the time for bidding, as the contract as issued specifies February 1.

Mr. Jim Walsh, the Airport staff member handling the contract, said that the date had been changed to February 6, allowing three weeks for the advertising of bids. Mr. Walsh explained that the contract is contingent upon the City and County fiscal cycle. He said that there is sufficient money available to carry the contract until July 1, when next year's budget becomes available and will provide the necessary money.

Commissioner Goosby then asked about the full extent of qualifications for bid and asked if more than experience was required.

Mr. Walsh responded that the necessary experience was the only qualification and that there would be an addendum from the Human Rights Commission which will complement the section on affirmative action.

Commissioner Goosby commented that he was glad to see that Mr. Garibaldi had said that the bids could be received at the Airport, instead of at City Hall.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:



- (6) FAA - ADAP Project No. 6-06-0221-09, Amendment No. 1 to Grant Agreement.

No. 79-0008

Resolution accepting Amendment No. 1 to the ADAP Project No. 6-06-0221-09 Grant Agreement and authorizing the Director of Airports, acting on behalf of the Airports Commission, to accept and execute said Amendment.

This project consists of the reconstruction and overlay of the South End of Runway 1R-19L and runway intersections. The Amendment increases the Federal reimbursement from \$587,754.00 to \$2,812,500.00.

Mr. Heath explained that this was an administrative procedure necessary when a project is covered by two grant agreements. He said that there were funds in the previous grant to cover a portion of the work and it was agreed with the FAA that when funds became available, the remainder of the costs would be picked up.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

- (7) Bid Call, Airport Contract No. 1157R, Replacement of Sewer Piping, South Terminal Crawl Space.

No. 79-0009

Resolution approving the final plans and specifications for Contract No. 1157R, Replacement of Sewer Piping, South Terminal Crawl Space and authorizing the Director of Airports to advertise for bids.

The purpose of this contract is to replace the broken sewer piping in the unexcavated area of the South Terminal Crawl Space.

Construction time is 60 calendar days.

- (8) Bid Call, Contract No. 1171R, Enclosure for Unassigned Spaces, Boarding Areas "H" & "I".

No. 79-0010

Resolution approving the final plans and specifications for Airport Contract No. 1171R, Enclosure for Unassigned Spaces, Boarding Areas "H" & "I".







The purpose of this contract is to enclose unassigned spaces in Boarding areas "H" & "I" with temporary walls constructed of prefabricated metal siding for safety, security and maintenance reasons.

Construction time is 60 calendar days.

Mr. Heath briefly explained that Item (7) was to replace sewer pipe in the South Terminal, and that Item (8) had previously been before the Commission and allowed for the use of reusable, fire-proof panels for the enclosure of the unassigned spaces.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- (9) Award of Contract No. 1191, \$38,425.00 - Exit Stairway, North Terminal, Gate 68.

No. 79-0011

Resolution awarding Contract No. 1191, Exit Stairway, North Terminal, Gate 68, in the total amount of \$38,425.00 to Hodgson Construction, Inc.

The work consists of constructing a fire stairway for Gate 68 which was not built with the North Terminal because of conflict with the existing cart road. The cart road will be relocated during demolition of Pier "B" thus permitting construction of the stair at this time.

Construction time is 90 calendar days.

Mr. Heath explained that this contract had been before the Commission on November 21, and that bids had come in considerably below the Engineer's estimate.

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On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

- (10) Modification No. 1 to Professional Services Agreement for Testing and Analysis of Wastewater Samples, Pacific Environmental laboratory.

No. 79-0012

Resolution approving Modification No. 1, extending the completion date from December 31, 1978 to April 30, 1979. This extension of



time will permit staff to continue its uninterrupted reports to Regional Water Quality Control Board pending processing of a new agreement for this work. Sufficient unexpended funds are available in the present agreement to cover the cost of the required work during the extended period.

- (11) Modification No. 35 (Debit), Airport Contract No. 1000, Ratifying Action of Director of Airports on Change Orders, Garage: Stage IV-Superstructure Addition, \$23,595.00.

No. 79-0013

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 88 thru 91, and requesting the Controller's certification of Modification No. 35 to Airport Contract No. 1000, in the total amount of \$23,595.00.

The work consists of adding non-rising pins at certain middle door butts, changing the finish on the core lobby entrance doors and frames, updating the painting schedule and adding a pressure reducing assembly to the domestic water system in Core C.

- (12) Modification No. 44 (Debit), Airport Contract No. 1000, Garage: Stage IV - Superstructure Addition, \$80,000.00.

No. 79-0014

Resolution approving and requesting the Controller's certification of Debit Modification No. 44 to Airport Contract No. 1000, in the total debit amount of \$80,000.00.

This modification directs contractor to operate the Central Heating and Cooling Plant and related appurtenances for a specified period of time subsequent to the substantial completion, starting and testing on each piece of equipment and/or system; and provides primary insurance coverage for the contractor under the City's boiler and chiller insurance policies.

Mr. Heath explained that Item (10) was for changing the date of completion in the professional services contract for testing water samples. Mr. Heath said that Item (12) was a contract for a \$90,000 expenditure necessitated due to delay in the approval of the North Terminal budget. He said that this item was approved by the Commission and was sent to the Mayor's office on June 9, where it was kept until September 19, when it was approved and sent to the Board of Supervisors; the Board heard the item on November 20. He said that as a result of this long delay, it has been impossible to work with the Civil Service Commission to hire qualified people in time to operate the central heating and cooling plant. He said that it was now necessary to go out for a separate contract, and it seemed most logical to put this under Garage Contract No. 1000. Mr. Heath said that the whole sum was not attributable to that delay, but a major portion of the contract is to hire short-term personnel at high prices. He said that if the supplemental appropriation request had been approved in a timely fashion, permanent people could have been hired to operate the plant.



Commissioner Goosby asked if there would be a shakedown on the operation of the boilers and other equipment.

Mr. Heath said the plant must be in full operation before the new terminal can be opened. He said that the plants in the South and Central Terminals will be phased out when service for those terminals can be transferred to the new system. He said that highly skilled people are vital to the system's operation and getting those people takes time.

Commissioner Goosby asked if the Airport would do its own recruitment.

Mr. Ron Wilson, Acting Deputy Director for Operations and Maintenance, said that recruitment would take place after the opening of the terminal building on March 25, because of the training required.

Commissioner Goosby asked if this contract would cover February and March.

Mr. Wilson said that it would.

Commissioner Kadish questioned the \$12,000 insurance item, saying that McKee was a contractor and that this was insurance for an operator. Mr. I. Grindheim, representing the Construction Management Consultants, said that the price was worked out and had been approved by the City's insurance advisor.

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On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- (13) Tenant Improvement: Hart & Johnson, North Terminal  
Hotel/Motal Boards, \$30,000.

No. 78-0015

Resolution approving the final plans and specifications submitted by Hart and Johnson Air Terminal Advertising Company showing the three hotel/motel reservation boards which they will install in the North Terminal baggage claim areas.

The work will be done by Hart and Johnson at their own and sole expense and without rental credit. The estimated cost is \$30,000.00.

Mr. Heath said that the Commission would recall that when previously presented, the board planned was too large for the area.

Mr. Dick Morgan, representing Hart & Johnson, gave a brief presentation of the suggested rendering, explaining the modifications made to the original display which had been presented by Mr. Jack Hart. He explained that the counter top, originally eight inches deep, was made smaller to conform to the plan.

Commissioner Kadish said Hart and Johnson had originally proposed a 30 foot board.



Mr. Morgan replied that it was now scaled down to 26 feet with a capital investment of \$45,000. He said that the information will be presented in the foreign languages which are requested by staff.

Commissioner Kadish asked if the information would be based on staff information.

Mr. Morgan said that that was the best information they had with which to inform the foreign travelers.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- (14) Tenant Improvement: Air California, North Terminal Facilities, Ticket Counter, Passenger Lounge, and Ramp Facilities, \$180,000.

No. 79-0016

Resolution approving the final plans and specifications submitted by Air California showing their North Terminal ticket counter, boarding area passenger lounge, and ramp facilities.

The work consists of constructing, finishing, and furnishing their ticket counter in the lobby and their passenger lounge in the frontal gateroom, and constructing ramp facilities, including the installation of passenger loading bridges.

The work will be done by Air California at its own and sole expense and without rental credit. The estimated cost is \$180,000.00.

Mr. Heath said that the work would be done by Air California at their own expense.

Commissioner Coblentz said that he wanted to be sure that Walter Landor Associates have approved this rendering, in addition to the Airport Architects' approval.

Mr. Schwartz, representing Air California presented the renderings, saying that he was there to answer questions.

Commissioner Kadish questioned the carpeting, asking the material used.

Mr. Schwartz replied that it was the Airport's selection and he had brought the sample along only to show how it fitted into the total scheme.





Mr. Leonard Blackford, of San Francisco Airport Architects, told the Commission that a policy had been established in the tenant standards some time ago that each airline would be allowed to do its own design on the back wall of the counter area. He said that many companies had spent a great deal of money to develop corporate identity, and this policy allowed them to carry out their own theme. He said that in the area being discussed, the colors will conform to the overall pattern; black formica and stainless steel bases will be used in accordance with the accepted program. He said that the rendering on display showed the interior view of the Air California holding room; the carpet and glass walls were to be installed as part of the contract, and Air California will build 14 inch high banquettes which the Architects have approved.

Commissioner Kadish asked if the rendering showed the non-smoking area.

Mr. Schwartz said that that was correct; the space had been divided into smoking and non-smoking areas, and that the other half of the area would have recessed ashtrays. Commissioner Kadish said that she was asking out of concern for the carpet.

Mr. Wilson said that Air California would maintain the gateroom and facilities.

Commissioner Coblentz asked if the plants would be real.

Mr. Blackford said that they would be.

Commissioner Coblentz asked if the furniture would be naughahyde.

Mr. Schwartz said that it would be.

Commissioner Coblentz asked if cartoons would be used in the decoration.

Mr. Schwartz said that only the AirCal logo, which were already in ten cities.

Commissioner Coblentz said that the Commission was not in a position to question the drawings, but he did want to make sure that the color scheme had met with the approval of Walter Landor Associates.

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#### Director's Reports

##### A. Report on Concession Bids: Shoeshine, Locker and Insurance.

Mr. Heath told the Commission that the Airport had advertised for bids on shoeshine, locker and insurance facilities. He said that the only bidding process that could be completed without any problem was the insurance facilities bid and, unless there was objection, the high bidder would be accepted for the insurance facilities.



Mr. Heath said that the current shoeshine operator, Mearon Harper, was the highest bidder on that concession in the North Terminal, but there was one technicality which the attorneys advised could be waived and still have a legal contract. He said that one bid on the Central Terminal may have problems and there was no bid received for the South Terminal. Mr. Heath said that he was asking for guidance: should the North Terminal bid be accepted and go out for bids on the Central and South Terminals with a change in policy to allow one person to have all three terminals, should the bids come in that way; or should all the bids be cancelled and go out again for all three terminals.

Commissioner Coblentz suggested that the North Terminal concession be awarded to Mr. Harper, the highest bidder. He said that the policy should be changed so that there would be no prohibition about one person having more than one shoeshine lease. He suggested rejection of Mr. Jackson's bid for the Central Terminal and readvertising for bids on the Central and South Terminals.

Mr. Pete Singer, Deputy Director for Business and Finance, said that the instructions from the Commissioners previously had been that no single concessionaire should be awarded more than one terminal. He said that the North Terminal bid was the first one opened and Mr. Harper, the apparent high bidder, had not been concerned with the bidding on other terminals.

Commissioner Goosby asked how many bids were received.

Mr. Singer replied that that was all.

Commissioner Goosby asked what the technical defect was.

Mr. Garibaldi told him that the lease had not been signed, but it would be entirely legal to waive that defect.

Commissioner Coblentz again suggested awarding the North Terminal to Mr. Harper, waiving the technical defect, and rebidding for the other two terminals.

Commissioner Goosby said he would like certain ground rules agreed to, and asked what could be called a technical defect.

Mr. Garibaldi said that in this case, all the documents were in order except that Mr. Harper neglected to sign one of three forms.

Commissioner Goosby asked if a technical defect would be something that is left out but that can be determined by other means.

Mr. Garibaldi answered that the ultimate decision rested with the Commission, and if the Commission didn't want to waive a certain thing, it could refuse to do so.

Commissioner Kadish said that there were many contracts coming up in relation to the terminals and she felt a very purist position should be taken in relation to the bidding process. She said that if there were a pattern of waiving a technical or other defect, the Commission was, in essence, setting a precedent. Commissioner Kadish said that it was the responsibility of staff, in taking bids, to make it clear that any bid which did not satisfy all bid requirements was not acceptable. She also said that if any prospective bidder had question, he was free to ask the staff for assistance.



Commissioner Goosby said that this might not be the only exception. He said that if all bids came in with the same technical defect, they would be waived automatically, and if any person forgot to sign a document in the future, it would be waived.

Mr. Ray Hills, attorney for Mr. Jackson, the bidder on the Central Terminal, spoke in defense of his bid. He mentioned that he had attended a meeting with Mr. Jackson and Mr. Emmett Smith, Assistant Deputy Director for Business and Finance, and it was pointed out that Mr. Jackson would be doing business as an individual. Mr. Hills said that Mr. Jackson had attained only a ninth grade education, which would enter into his ability to fill out forms, but would not interfere with the running of a shoeshine stand; further, Mr. Jackson had been involved with the shoeshine stand in the barber shop for 12 - 14 years.

Commissioner Goosby said that in view of the bid contracts coming up, he felt nervous about any exceptions.

Mr. Hills said that he questioned the Airport accepting one bid and not the other. He said that he didn't believe Mr. Jackson knew he could go to staff for assistance, and also that the imperfections in the bid had been cleared up.

Commissioner Fleishell said that he made no comparison between a modest contract and a million dollar contract. He did not like to see Mr. Harper forced to hire counsel only because he failed to sign one of three documents. Commissioner Fleishell said that he didn't think this one exception would bind the Commission to any future exceptions.

At this point, Commissioner Coblentz moved, seconded by Commissioner Fleishell, to accept the bid of Mr. Mearon Harper and that he be awarded the contract for the North Terminal shoeshine lease; that there be readvertisement for bids for the South and Central Terminals; that there be no prohibition against one person having all three leases; and that this procedure would establish no precedent.

Mr. Heath commented that this motion could solve all the problems.

Commissioner Goosby objected, stating that it would be dishonest not to be consistent, and that the Airport should go out to bid again.

Commissioners Kadish and Goosby voted against the motion, with Commissioners Coblents and Fleishell voting for it. With the vote tied, the motion failed.

Commissioner Coblentz then made the motion, seconded by Commissioner Fleishell, which was unanimously approved, that the Airport readvertise for bids for the North, Central and South Terminal shoeshine concessions, and there shall be no prohibition in regard to a single shoeshine lessee being awarded more than one such lease.

Commissioner Coblentz suggested rejecting the locker bid, asking if that would not conflict with other franchises such as the hotel/motel board service.

Mr. Emmett Smith explained that there is more than one hotel information service at present.



Commissioner Kadish asked if there would continue to be more than one informational service.

Mr. Smith replied it would depend on whether this bid was rejected.

Mr. Heath said that this contract provides more service than what is displayed on the board, i.e., reservation service.

Commissioner Coblentz asked if there was a sign.

Mr. Heath said that there was not.

Commissioner Kadish asked who knew the service was available.

Mr. Smith replied that wherever counters would be, there would be a sign, subject to Commission approval, which would say "locker service, insurance, etc.".

Commissioner Coblentz made a motion to reject the bid and redraft the specifications. Commissioner Fleishell seconded the motion, and the motion was unanimously approved.

The Commission indicated a desire to also rebid the insurance service lease.

\* \* \*

#### Communications:

##### A. Airport Noise

Mr. Heath said that the communications were self-explanatory. He did, however, refer to the letter from Brock Adams, Secretary of Transportation, in which Mr. Adams repeated again what he had said verbally at the AOCI, that the Department of Transportation would stand firm against any attempt to relax the deadline on FAR 36 requirements.

\* \* \*

Mr. Heath then called attention to an item in the current edition of the San Francisco Examiner, a story that Budget and other small rental car firms were filing suits against various airports. Mr. Heath said that the Commission's action to allow six firms on the Airport property would probably save the Airport from a lawsuit.

Commissioner Coblentz remarked that perhaps the Big Six would now sue the Airport.

\* \* \*





## Introduction of New Business by Commissioners

### A. Queue Lines for Taxis.

Commissioner Fleishell recalled that some months ago he suggested the institution of queue line control at the taxi areas to prevent pushing and shoving, among passengers; and having available informational material telling passengers the estimated cab costs and what other forms of transportation were available. He had also suggested brochure racks which should be refilled daily in the bus areas.

Mr. Hrath said that staff was studying the problem, making sure there was enough space and how best to manage the queue line, as many times passengers were waiting for hotel/motel buses and not taxis; and sometimes the reverse was the case. Mr. Heath said that he thought the recommendation would be made at the next Commission meeting.

### B. Marin Airporter Service.

Commissioner Kadish said that it had come to her attention that the Marin Airporter travels along 19th Avenue and then Park Presidio. She asked that staff investigate the possibility of that bus making connections at certain City bus stops in order to provide service to passengers from the Richmond and Sunset Districts who do not have the advantage of Sam Trans service

Commissioner Fleishell commented that the authority granted by the State Public Utilities Commission prohibits such stopping; otherwise, Marin Airporter would be in the Greyhound business.

Commissioner Kadish asked if it wouldn't be possible to get a waiver.

Mr. Heath said that he would investigate although there may be other problems.

Mr. Warren Hanson, Public Relations Officer, told the meeting that SamTrans has introduced a new service to interface with Muni at Stonestown.

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## Announcements

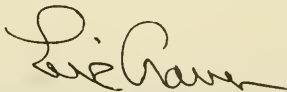
Mr. Eric Craven, Commission Secretary, announced there would be a special meeting held on January 30, 2:30 P.M., in Room 300, 101 Grove Street, the Public Health Department Building. The agenda will consist of discussion of the Modernization & Replacement Program, Central Terminal, and of Contract 936, Industrial Sewage Treatment Plant.

\* \* \*



. Adjournment of Public Meeting to go into Executive Session.

There being no further business, the public meeting adjourned at 3:55 P.M., and the Commission went into Executive Session.

A handwritten signature in dark ink, appearing to read "Eric Craven". The signature is fluid and cursive, with a long horizontal stroke at the end.

Eric Craven  
Commission Secretary



Secretary's Announcement of Actions Taken  
By Airports Commission Executive Session On  
December 27, 1978

Read to the Airports Commission Meeting on January 16, 1979

IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54957.1 OF THE  
BROWN ACT, I AM REPORTING ON THE ACTIONS TAKEN BY THE AIR-  
PORTS COMMISSION IN EXECUTIVE SESSION ON DECEMBER 27, 1978.  
THE ACTION AND ROLL CALL OF THE VOTE THEREON WAS AS FOLLOWS:

PROFESSIONAL SERVICES AGREEMENT TO REVIEW  
AND EVALUATE THE PERFORMANCE OF AIRPORT  
CONSTRUCTION CONTRACTS WAS APPROVED BY A  
UNANIMOUS VOTE OF COMMISSIONERS KADISH,  
COBLENTZ AND GOOSBY.

RESOLUTION CONCURRING IN THE DIRECTOR'S  
DECISION TO APPOINT LOUIS TURPEN DEPUTY  
DIRECTOR OF AIRPORTS FOR OPERATIONS WAS  
APPROVED BY UNANIMOUS VOTE OF COMMISSIONERS  
KADISH, COBLENTZ AND GOOSBY.



Secretary's Announcement of Actions Taken  
By Airports Commission Executive Session On  
December 27, 1978

Read to the Airports Commission Meeting on January 16, 1979

IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54957.1 OF THE  
BROWN ACT, I AM REPORTING ON THE ACTIONS TAKEN BY THE AIR-  
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# SAN FRANCISCO AIRPORTS COMMISSION



## MINUTES

JANUARY 30, 1979

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## COMMISSIONERS

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President

MORRIS BERNSTEIN

Vice-President

WILLIAM K. COBLENTZ

DR. Z. L. GOOSBY

J. EDWARD FLEISHELL

RICHARD R. HEATH

Director of Airports

San Francisco International Airport

San Francisco, California 94128



MINUTES  
OF THE  
AIRPORTS COMMISSION  
SPECIAL MEETING

January 30, 1979

Call to Order:

The special meeting of the Airports Commission was called to order at 2:36 p.m., in Room 300, 101 Grove Street, San Francisco, California.

\* \* \*

Roll Call:

Present: Commissioners Morris Bernstein,  
William K. Coblentz\*, Z. L.  
Goosby, J. Edward Fleishell.

Absent: Commissioner Ruth S. Kadish.

\* \* \*

Pledge of Allegiance: Led by Commissioner Fleishell.

\* \* \*

Calendar Items:

On motion of Commissioner Fleishell, seconded by Commissioner Goosby, the following item was discussed and decision on it subsequently postponed:

- (1) Approval of Schematic Plans, Contract No. 1200 Central Terminal Remodeling.

Resolution approving the schematic plans submitted by Gensler and Associates for Contract No. 1200, Central Terminal Remodeling. A part of the Airport Expansion Program.

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following motion was passed 3 ayes (Bernstein, Coblentz, Fleishell) to 1 nay (Goosby):

Postponement of Consideration of Item (1).

No. 79-0018

Resolution postponing consideration of Approval of Schematic Plans, Contract No. 1200 until the second meeting in February.

Arrived at 2:44 p.m.



Richard Heath, Director of Airports, explained that Item (1) would be a presentation by Gensler & Associates on the proposed remodeling of the Central Terminal Building. He said that Item (2) would be a presentation by San Francisco Airport Architects on the remodeling of Pier D, which connects to the Central Terminal. Mr. Heath said that some questions in regard to financing had arisen which would be an agenda item later and suggested discussion of these two items for informational purposes only with no action to be taken. Mr. Heath then turned the meeting over to Mr. Arthur Gensler, of Gensler & Associates, and his staff for the presentation on the remodeling of the Central Terminal.

Mr. Gensler said that he would start his presentation by reviewing the design schemes showing the overall concept, defining what would be new and what areas remodeled. He said that an important matter to consider would be the controlled people flow and addressed at some length the concession space which would be provided. He said that he would discuss the structural analysis of the building and its condition and the phasing of the proposed construction - the overall design philosophy as it fits into the Airport, the "Gateway to San Francisco".

Mr. Gensler explained the site plan, indicating the result if the top three levels and Tower were taken off. He said that this plan would leave the restaurant basically the same as it is at present on the third level; move offices and a lounge area to the second level and retain the first and baggage levels with their present functions. Mr. Gensler showed a plan, a section through the building, indicating the passenger flow and proposed new elevators. He then showed the outline of the existing structure as opposed to the structure with the additions.

Mr. Gensler said that the plan was based on Pier D for arrival and departure areas. He explained how the people would move from the Garage, either through the existing tunnel to the lower level or across a new bridge to the top levels. He showed where American Airlines would be located on one side of the building with PSA and Braniff on the other. Mr. Gensler said that the concession area had been nearly doubled with 7,500 additional feet of space. He said that the existing Host facilities would remain.

Mr. Gensler said that he thought the key to relief of congestion would be to spread out the drop-off area in front of the terminal. He showed the planned baggage drop-off for curbside service from the airlines. He planned to unify and tie together all elements.

Mr. Gensler explained that he was not attempting to exactly define the concession area as that was being developed by a separate consultant in the retail field: island concessions, perimeter kiosk types, as well as two other designs had been proposed.

Mr. Gensler explained the reasons for his proposal to take off the top floors, saying that when the building was designed and built in 1950, the building codes relating to seismic forces were very different from what they are at present, as each year the requirements had been upgraded. He explained the sheer wall concept which he planned to use so that the lateral movement of an earthquake and weight factors would be minimized. He said that concept would be quicker and it would be more efficient to drive the necessary piles through a fewer number of floors. He said that the time would be lengthened approximately three months if the top floors remain intact and additional costs would be approximately \$400,000. Mr. Gensler said that, since the terminal was being remodeled to remain in operation many years, every sheer wall would be an inhibitor in terms of future space rearrangements. He said that the fewer the constraints in terms of possible rearrangements, the better.





Mr. Gensler showed his design, which had a series of canopies protecting the outside walk area where the passenger and bus drop-off area would be located. He showed the proposed design of the protected bridge, covered with plexiglas, coming across from the garage. Also, Mr. Gensler pointed out the glass front and the major potential position for art work and hanging sculptures.

Commissioner Coblentz questioned the \$400,000 figure, asking if it would cost that much more to keep the top floors on.

Mr. Gensler replied that \$100,000 would be added monthly due to escalating construction.

Mr. Gensler said that his firm was very close to keeping within budget with the best possible project and hoped to keep it within budget.

Commissioner Fleishell said that when the subject of taking off the top floors came up, he was told it was legally required, but that was not true. He said that the question was, is there a strong moral obligation to take them off to protect the people of San Francisco. Commissioner Fleishell said that he felt a moral obligation to provide a reasonably safe method for people to come into San Francisco and the Bay Area. He said also that \$12 million had been spent to build a building he could build himself for one million. He said that for each meeting he receives an agenda containing staff recommendations and if all he was required to do was to approve the staff recommendations, a Commission wasn't really needed. Commissioner Fleishell said that the Airport or Commission could not be sued, according to the City Attorney, and he frankly felt that post-Proposition 13 it was necessary to find ways to economize at the Airport and not spend unnecessary money. He felt that the real issue was: must millions of dollars be spent to strengthen the building? Commissioner Fleishell said that the Mayor had issued a mandate to get some money into the General Fund. He said that while the building was more attractive with the top floors removed, the Commission was in the business of trying to do a job for the City. The Commissioner referred to the concession space, saying some of it was dead-end with less walking space for passengers and less counter space compared to what currently exists.

Mr. Heath said that the decision would be delayed at least until next week, due to the questions on financing. He said that there appeared to be three possibilities: 1. to remodel the building in a way that does not bring it up to current earthquake codes, although this was required of all Airport tenants, and the City would require it if the building was inside the City limits; 2. place sheer walls through the six floors of the existing building; or 3. reduce the height of the building, spread it out, drive sheer walls through only four floors. He said that the third alternative offered more flexibility, less walls preventing utilization of space, piles not being driven through two extra floors and the public not being served for an additional three-month period.

Commissioner Goosby asked the cost to earthquake the building.

Mr. Gensler told him from \$3 to \$3.5 million.

Commissioner Goosby said that the Commission might be able to arrive at some compromise situation: to earthquake-proof the building, arrive at the facilities needed and still meet some of Commissioner Fleishell's concerns.





Commissioner Fleishell said that there was a contract for each project and wondered why there could never be one contract for a total project. He also questioned the additional cost of moving the staff, and asked if it would be necessary to build office space to be used until the second floor was ready.

Mr. Gensler said that the offices would remain on the fourth floor until the second floor was ready for occupancy. Mr. Gensler also said he was trying not to spend money needlessly; his concern was to provide, for \$3.5 million, a building which will have its life extended 20 to 30 years.

Mr. Jan Blais, Chairman of the Airlines Policy Committee, spoke, asking that a decision be delayed until the meeting of February 20 as the Airlines Technical Committee planned to meet and report the following week, with a review on a technical basis. He said that if there appeared to be no technical problems, the plans would be referred to the Policy Committee for a financial review. Mr. Blais said that the results would be ready by the second Commission meeting in February. He said that a small technical committee consisting of PSA, Braniff and American had met and discussed the plans and there was some disagreement, which would be taken up at a meeting of the full Technical Committee on February 7. Mr. Blais also questioned the financing. Mr. Blais said that the airlines would be inconvenienced by the construction although the eventual result would be a good facility to operate in, and a pleasure to San Franciscans and their guests. In view of the questions of a technical and financial nature, Mr. Blais asked that the Commission not take final action until the February 20 meeting.

Commissioner Bernstein asked Mr. Heath if he would agree to a delay.

Mr. Heath answered that every delay costs money. He said that he had written the airlines the previous week and informed them that the Commission would be considering this item at this meeting. He said that the Technical Committee had had last week and the previous day to meet, yet had scheduled a meeting for the following week. Mr. Heath said that there was a number of flights in every day and the group could have been assembled earlier. Mr. Heath said that the small committee had met with staff the previous day and had again approved this whole matter. Mr. Heath said that last minute quarterbacking had to stop and he believed that the airlines had had an opportunity all the way through the work to review these plans, study them and discuss any questions. He said that they did not have to wait until the matter was before the Commission.

Mr. Heath said that he had asked Jan Blais to meet with Jason Yuen so that this kind of thing does not recur in the future; so that all committees could meet and sign off before the item comes to the Commission. Mr. Heath said that he had recommended that the decision be put off a week and if the airlines wanted it put off until February 20, three weeks, there was a need to understand that for every week, there is a quarter of one percent increase in the cost of the total construction. He said that on the other hand, the airlines are the ones primarily paying the bill and if they wanted to increase the costs in this way, they were the ones who would be paying for it.

Mr. Heath said that he had talked to Mr. Blais the day before, and a mechanism will be developed in the future so this kind of thing does not happen again. He said that when a project comes to the Commission for approval, it will have been reviewed, differences in opinion pointed out, etc.



Commissioner Fleishell said that one of the things he had learned was that the Brown Act prevented the Commissions from getting together for discussion, and there appeared to be a great lack of communication between staff and the airlines. He said that it appeared that the groups should get together. He said that there had been a similar problem with the budget, in that the airlines complained that they had not had an opportunity to review it. Commissioner Fleishell said that he personally would be most interested in any advice or input that the airlines had.

Mr. Heath said that he agreed with Commissioner Fleishell and that he had met the previous day with John Blackman, Regional Vice President of United, and Mr. Bill Lawder, Vice President of Properties, United, and they had all agreed that a permanent management committee, comprised of people who work at the Airport on a daily basis, was needed. Mr. Heath said that he was confident that the coordination matters would be worked out with a permanent committee of station managers working with staff year round.

Mr. Blais said that he agreed with Mr. Heath and that the airlines were not pleased to be coming before the Commission on items such as this and he hoped that the staff and the airlines would be working together better.

Commissioner Goosby said that the matter should be discussed next week, if the Director wanted it that way, after some of the matters discussed had been resolved. He said that he felt very keenly the loss to the taxpayers due to delay. Commissioner Goosby said that he had read a copy of the letter Mr. Heath had sent to the airlines and wondered if there was such urgency, why the airlines couldn't have called a meeting next week as all the airlines were in San Francisco. He said that he did not think the Commission should agree to a three week delay.

Mr. Gensler said that American, PSA and Braniff knew and approved of the proposed plan.

Mr. Bob Baxter, representing PSA, said that the Central Terminal Committee has agreed in concept but he said that there was minor disagreement with regard to concession areas which directly affects American. He said that American had not endorsed the schematic plans. He said that even though the small Committee agreed with the concept, they urged the extra weeks' time for review. Mr. Baxter also said that although the plans had been in the works for six months, they had only received them on December 20 and the small Committee had had to scramble to get approval. He said that except for United and himself, all other members of the Committee are from other areas, not San Francisco.

Commissioner Coblentz said that the Commission had an obligation to the airlines and it seemed that in fairness to all, the item should be put over for three weeks. He said that in the end, the airlines will pay for any delays incurred. The Commissioner recommended that the item be on the February 20 agenda.

Mr. Heath said he thought Commissioner Coblentz' reasoning was correct but that, unless the delay can be made up, the cost would be \$390,000.

Commissioner Goosby said that it was his understanding that the other tenants also pay the cost of operations.

Mr. Heath said that they did.



Commissioner Goosby said that this Commission had passed a resolution two weeks ago limiting the review time to two weeks and for whatever reason they neglected to do so, he objected to the cost involved to the taxpayers. He said that it was important to try to reduce the tremendous costs incurred by delays.

Commissioner Coblentz said that one thing he had always been proud of at the Airport was there was no cost to the taxpayers, had never been a cost to the taxpayers, and never would be a cost to the taxpayers. He said that the delay was not going to fall on the taxpayers, it was going to fall on the tenants, particularly the airlines who will have their landing fees increased.

Mr. Heath said the inflationary cost, 12 percent, for two weeks would be \$78,000.

Commissioner Coblentz made a motion, seconded by Fleishell, to put the item over until February 20; Commissioner Goosby dissented.

\* \* \*

The following item was discussed by the Commission but no action taken:

- (2) Approval of Schematic Plans, Contract No. 1300, Boarding Area "D".

Resolution approving the schematic plans submitted by San Francisco Airport Architects for Contract No. 1300, Boarding Area "D". A part of the Airport Expansion Program.

San Francisco Airport Architects, represented by Leonard Blackford and Tony Vilaitis, made the presentation on Boarding Area D, the boarding area for the restructured Central Terminal. Mr. Blackford said that this area would be used by American and PSA with one gate allotted to Braniff. He explained how the plans would fit into the Airport Master Plan. He said there would be a common lounge and an area designated currently as seating area for the public, but which could be used for concessions.

Mr. Blackford pointed out one American gate which will be used by that airline only once a day so the apron space will be shared. He indicated the space requested by American for check-in counter and Admiral's Club, the area which Mr. Baxter had said was in dispute. Mr. Blackford said that staff is looking at that space for possible use as concession space. He showed the toilet rooms and the proposed Host area.

Commissioner Fleishell asked why Host was given so much space.

Mr. Blackford said that every effort had always been made to accommodate them.

Commissioner Fleishell said that there might be another tenant in that area, and who would make the judgement.





Mr. Blackford told him that when the airlines and tenants were polled as to their needs a year ago, this was given as a Host requirement and was planned for that type of facility.

Commissioner Goosby asked if there was a planned area for book/newspaper space.

Mr. Blackford said that there wasn't because it had not been requested when the poll was taken. He explained that due to the change in policy to receive more concession revenue, the staff is now seeking more concession space than was previously requested.

Commissioner Goosby said that it was his understanding that a newspaper/book stand would be in that area, as it was considered a necessity for the passengers.

Mr. Blackford told him that even in the North Terminal, the present concessionaire, ABC, did not request a concession in the similar area.

Commissioner Fleishell asked if ABC had an exclusive lease in the Central Terminal.

Mr. Heath said that they did until September, 1979.

Commissioner Fleishell said that at the first Commission meeting he had attended, an expert was hired to advise on concessions. He said that the contract with Host gives them an exclusive on food and alcoholic beverages, but not an exclusive on other kinds of beverages.

Mr. Peter Singer, Deputy Director for Business and Finance, said that the lease with Host gives them the exclusive right for all food and beverages consumed on the demised premises. He said that if a rolling cart, for instance, sold beverages which were not to be consumed on the premises, it would not be under the aegis of Host.

Commissioner Fleishell said that the Commission was looking at the agreement for a number of reasons.

Mr. Singer said the contract with ABC expires September, 1979, and contains a clause for two five year options, and the Airport is obligated to provide ABC the Airport's terms and conditions for those options.

Mr. Heath said that that was the reading of the attorneys for ABC, and he would be willing to go to court about the interpretation. He said that his reading of the ABC option is that it expires in September, 1979, unless the Commission extends it.

Mr. Don Garibaldi said that he would advise the Commission not to take an action changing any lease; if a lease is changed in midlife, the conditions on which it was bid are changed and an original bidder can come back and say that if they had known of the change in conditions, their bid would have been different.

Mr. Blackford continued with his presentation, showing the 81,600 square feet of programmed space in the boarding area. He indicated the communications area and the two small penthouses where the heating and ventilating system will be located. He indicated that the plan was 10,000 square feet short of the requested airline space, although PSA had agreed to try to find some space elsewhere. Mr. Blackford said that the project would be over budget if built large enough to accommodate all requests.





Mr. Blackford emphasized that the project conformed in all respects to Title 24 for energy conservation, with diminishing glass area, air conditioning, etc.

Mr. Blais said his previous remarks and those of Mr. Baxter regarding Item (1) also applied to Item (2).

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- 3) Approval of Professional Services Agreement O'Brien-Kreitzberg & Associates, Inc., Scheduling and Control Consultant.

No. 79-0019

Resolution approving professional services agreement with O'Brien-Kreitzberg & Associates, Inc. to provide professional services for scheduling, monitoring, and reporting the construction activities under the Airport's Terminal Construction Program. The firm will also provide management systems assistance as well as furnish technical and professional personnel to staff various temporary positions within the Bureau of Terminal Construction.

Mr. Heath explained that this was the consultant contract that staff was recommending to go along with the management plan. He said that four or five firms had made a presentation, but this firm was the unanimous selection of staff, a choice in which he concurred. He said that the firm had worked for the City previously and was highly recommended by people in the Chief Administrative Officer's office.

He said that the maximum amount of the contract for the first 12 months was \$300,000, with a maximum over five years of two million dollars. He compared this contract with the Construction Management Consultants' contract which costs \$2.1 million and said that the CMC contract calls for many services not required in this contract as they will be performed by staff. He said that this should eliminate much duplication. He said that the firm and the contract had been approved by the Human Rights Commission. Mr. Heath said that Mr. Kreitzberg was present to answer any questions.

Commissioner Fleishell asked why the agreement extended to 1983.

Mr. Heath told him there was a clause that allowed for termination sooner. He said that the five year figure was used because that was the length of the terminal construction program.

Mr. Jason Yuen, Director of the Bureau of Terminal Construction, said that the contract itself is for only 12 months and is budgeted for only that length of time. He said that it will be necessary to come before the Commission again in a year.

Commissioner Coblentz asked if this was the unanimous choice of Mr. Yuen, Mr. Singer and Mr. Friedman, Airport Architectural Consultant.



Mr. Yuen said that it was.

Commissioner Goosby questioned the number of staff.

Mr. Yuen told him it was expected that there would be two full-time employees, plus the principals, a part-time mechanical engineer, one full-time secretary at first with a second one after six months and an inspector hired for the last part of the 12 month period.

Commissioner Fleishell asked when payment to personnel would start.

Mr. Heath said their main job will be to help build a schedule control system, assist with the big problems and properly manage the system. He said that it could not now be said when payment will begin until the system is installed.

Commissioner Fleishell questioned the need for these services, saying that in the ordinary construction industry, this amount of money would not be spent.

Mr. Heath responded that things were different at the Airport than in downtown buildings. He said that if a private building is built to a standard formula, the architect can be instructed as to the requirements, and the building completed. He said that buildings at the Airport must be phased to coordinate with the airlines and building requirements of the airlines change. He said that these were some of the reasons why it took 12 years to build the North Terminal.

Commissioner Goosby said that he had noted that the new consultants had agreed to hire students for training purposes.

Mr. Yuen said that that was correct, students would be utilized.

Commissioner Goosby asked if the students would be paid out of monies from the Airport.

Mr. Yuen told him that the Airport and the consultants would be working together.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (4) Award of Contract No. 936 - \$3,693,450.00 Industrial Waste Treatment Plant.

No. 79-0020

Resolution awarding Contract No. 936, Industrial Waste Treatment Plant, in the amount of \$3,693,450.00 (base bid plus Alternate A) to Piombo Corporation.

The work consists of constructing an industrial waste treatment plant adjacent to the existing sewage treatment plant and six pumping stations for the centralized treatment and collection of



industrial waste generated at various locations on the Airport.

Construction time is 460 calendar days.

This work is part of the Expansion Program and is mandated by Cease and Desist Order No. 77-34 of the Regional Water Quality Control Board.

Mr. Heath said that bids had been received for the waste treatment plant and Piombo Corporation was the lowest bidder. He recommended approval of the item.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Goosby, the following resolutions were unanimously adopted:

- (5) Consideration of and Action Relative to Shoeshine Stand Lease in North Terminal Building.

No. 79 -0021

Bids for award of this lease were invited pursuant to previous Airports Commission resolution and have been received and opened.

- (6) Consideration of and Action Relative to Shoeshine Stand Lease in Central Terminal Building.

No. 79-0022

Bids for award of this lease were invited pursuant to previous Airports Commission resolution and have been received and opened.

- (7) Consideration of and Action Relative to Shoeshine Stand Lease in South Terminal Building.

No. 79-0023

Bids for award of this lease were invited pursuant to previous Airports Commission resolution and have been received and opened.

Mr. Heath said that staff had been advised by the Airports General Counsel that two alternatives were applicable: (1) to award the North Terminal to Mr. Harper, the apparent high bidder, waiving the technical defect in that bid, and rebid the Central and South Terminal shoeshine stand leases and, in order not to have Mr. Harper's bid attacked, preclude his bidding on the Central and South Terminals; or, (2) reject Mr. Harper's bid since it had a technical defect and rebid all three concessions as separate bids but allow the successful bidder to be awarded more than one bid.



It was decided unanimously to rebid all concession agreements with no restrictions as to the number of leases any one concessionaire could win.

\* \* \*

On motion of Commissioner Coblentz seconded by Commissioner Fleishell, the following item was unanimously adopted:

- (8) Consideration of and Action Relative to Lease For Operation of Public Lockers.

No. 79-0024

Bids for award of this lease were invited pursuant to previous Airports Commission resolution and have been received and opened.

Mr. Heath said that no acceptable bids were received and his recommendation was to reject the bid of American Locker Company.

The Commission voted to reject all bids.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (9) Consideration of and Action Relative to Lease for Operation of Insurance Services.

No. 79-0025

Bids for award of this lease were invited pursuant to previous Airports Commission resolution and have been received and opened. The highest and only bidder, Tele-Trip Company, Inc., submitted a bid of \$37,500 per year in accordance with the bid specification and approval is recommended.

Mr. Heath said that this item was recommending approval of acceptance of the bid for the operation of insurance services. He said that there had been a technical defect in the bid from the only bidder, Tele-Trip. Mr. Heath said that he had received that morning a letter from the R. Carey Agency, 2091 Sutter, requesting that their letter be accepted as an indication of their interest in a concession for the sale of flight insurance. Mr. Heath said that he was asking that bidding be done again in order to give this particular agency an opportunity to participate.

Commissioner Coblentz said that this was possible, since there was a technical defect in the original bid and the Commission did not have to accept it.





Commissioner Fleishell said that a consultant had been hired to advise the staff regarding placement of concessions and he suggested that this consultant be asked for an opinion.

Mr. Heath said that this would be done.

Commissioner Goosby suggested that the insurance counter should also include other business.

Mr. Heath asked Mr. Singer what the implications for this idea would be on the opening of the North Terminal. He asked if it was possible for time to be taken to discuss with Mr. Hecht, the merchandising consultant, the advisability of breaking up the insurance concession, or having one concessionaire, or of adding other things to the bid instead of offering just the sale of insurance.

Mr. Singer said that there would be no problem in discussing the matter with Mr. Hecht. Mr. Singer said that it is required that the insurance bidder have experience in the sale of insurance; most insurance agencies or companies do not have experience in other business operations; other than the experience, there would be no problem, except for the delay in getting an insurance concession into the North Terminal.

Commissioner Goosby asked how long it would take to put it out to bid.

Mr. Singer said there would be time needed for the concessionaire to build the facilities.

Commissioner Goosby asked how long it would take to talk to Mr. Hecht.

Commissioner Fleishell said that an insurance man might well be interested in the North Terminal, and a small operator might like the South Terminal.

Mr. Singer said that if the Commission was interested in providing an opportunity for additional bidders, he would suggest the same solution as the shoeshine lease: separate bids on each terminal.

The resolution was approved to rebid the insurance concession as a separate concession for each terminal building.

\* \* \*

#### Director's Report

##### A. Resolution Commending Jerry Luce

No. 79-0026

Resolution commending Jerry Luce on his transfer from Chief of the San Francisco Airport Tower to Chief of Miramar Naval Air Station.

\* \* \*




B. Mr. Heath introduced Mr. Louis Turpen, the newly appointed Deputy Director of Operations.

\* \* \*

Adjournment of Public Meeting to go into Executive Session.

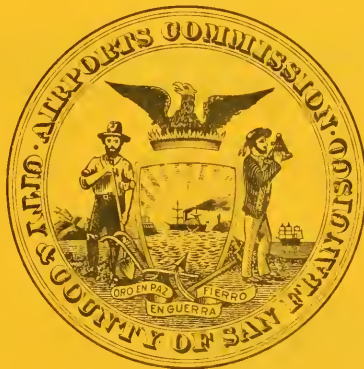
There being no further business, the meeting adjourned at 4:00 p.m. to go into Executive Session.



Eric Craven  
Commission Secretary



# **SAN FRANCISCO AIRPORTS COMMISSION**



## **MINUTES**

**FEBRUARY 6, 1979**

**MAY 7 1979**

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## **COMMISSIONERS**

**RUTH S. KADISH**  
President

**MORRIS BERNSTEIN**  
Vice-President

**WILLIAM K. COBLENTZ**  
**DR. Z. L. GOOSBY**  
**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**  
Director of Airports

**San Francisco International Airport**  
**San Francisco, California 94128**



MINUTES  
OF THE  
MEETING  
February 6, 1979

Call to Order:

The regular meeting of the Airports Commission was called to order at 2:31 p.m., in Room 282, City Hall, San Francisco, California

\* \* \*

Roll Call:

Present: Commissioners Ruth S. Kadish, Morris Bernstein, William K. Coblentz, Z.L. Goosby and J. Edward Fleishell\*

Absent: None

\* \* \*

Pledge of Allegiance: Led by Commissioner Coblentz.

\* \* \*

Calendar Items:

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following item was placed before the Commission for discussion:

- (1) Approval of Schematic Plans, Contract No. 1010, South Terminal West Addition & West Modifications

Resolution approving the schematic plans submitted by Anshen and Allen for Contract No. 1010, South Terminal West Addition and West Modifications. A part of the Airport Expansion Program.

Commissioner Coblentz suggested that the item be put over until the Commission's February 20 meeting. Commission President Kadish so ordered it.

\* \* \*

\* Commissioner Fleishell arrived at 2:40 p.m.





(2) Resolution Approving Lease with United Airlines

This lease, for a 25 year term with a 5 year possible extension; will encompass the space to be occupied by United Air Lines in the North Terminal and its Boarding Area F and Connector. The lease contains provision for annual negotiation on reasonable rental rates.

Commission Coblentz said that he had some questions about this particular item and would like the item put over to the Commission's February 20 meeting.

Commission President Kadish so ordered it.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

(3) Permission of Singapore Airlines to Expand Service

No. 79-0027	Permission of Singapore Airlines to Expand Service.
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Mr. Richard Heath, Director of Airports, explained that this item was a request from Singapore Airlines to begin passenger service from the Airport in addition to the freight service they are currently operating. Mr. Heath said that the details of Singapore's plan were in the documents already sent to the Commissioners. He said that the aircraft to be used were DC10's and 747's, which are FAR 36 certified and well within guidelines set by the Commission. Mr. Heath recommended approval and said that there were representatives of Singapore Airlines present to answer any questions.

Commissioner Kadish asked if there would be any duplication of existing service.

The Singapore Airlines representative said that Pan Am had some of the same service.

Commissioner Kadish said that she had often heard good things about Singapore Airlines.

Mr. Heath said that he would like to compliment Singapore on the excellent documentation of their plans.

\* \* \*



On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted as amended:

(4) Resolution Awarding Six Concession Agreements for Operation of Automobile Rental Service.

No. 79-0028

Six Concession Agreements for automobile rental operations were advertised and six bids received. The bid item was the present value of the minimum annual guarantee for five years. The bids received were:

Hertz	-	\$11,029,297.88
Avis	-	8,596,366.00
National	-	5,570,241.93
Budget	-	2,137,850.00
Dollar	-	1,357,381.13
Trans	-	732,236.00

Mr. Heath said that the bidding had been completed with six successful bidders. He quoted the bids, saying that Hertz was top bidder with a guarantee of 36.54 percent of the gross business. He said that each of the bids had contained a technical error in that the bid documents were not notarized. He said that the Airports General Counsel, Mr. Don Garibaldi, had advised him that this minor defect could be waived and all six bids awarded. He said that since a major point of discussion had been the allocation of land, Mr. Heath asked Mr. Peter Singer, Deputy Director for Business and Finance, to present the staff recommendation on the land division. Mr. Heath added that he thought the staff recommendation was useful and would be workable for all six bidders. He said that the allocations of land came as close to the percentage of the guarantee as possible.

Mr. Singer said that staff had attempted to design some alternatives, as he had previously indicated they would do. He said that the first alternative (A) was derived from a mathematical distribution of the land on a share of the market basis, which might approach some degree of fairness. He said that this would present the problem of two companies being required to split into three lots which were not contiguous. Mr. Singer said that he felt this was an inappropriate situation. Mr. Singer presented a second alternative (B) which would mean that either Hertz or Avis would leave Lot B1 and go into Lot B, putting that company together with a newcomer, probably Trans; the other company would split B1 with Budget and Dollar. He said that a third alternative (C), which the staff recommended and presented in the agenda package, followed the thought expressed by the Commission initially, to dedicate Lot B to the three newcomers and retain the present arrangement in the other areas; this would mean that Hertz would be approximately 30 car spaces short of their share of the market spaces; Avis, 30 short; National, 24 in excess; Budget, 18 in excess; Dollar, 7 in excess; and Trans, 6 in excess.

Commissioner Coblentz questioned the excess spaces Plan C would allow.

Mr. Singer responded in some detail.

Commissioner Coblentz then said that he was troubled by the fact that these plans were presented to the Commission to work out the space allocation.



Mr. Singer replied that staff recommendation was to proceed along the lines of Plan C, which was the original thought expressed by the Commission when they said that Lot B should be used for auto rental companies, even though this plan does not conform to a precise allocation on the basis of share of the market. Mr. Singer added that, in subsequent years, the number of spaces will be changed on the basis of share of the market.

Commissioner Coblentz asked how long this particular plan would be in effect.

Mr. Singer said that it would be in effect for one year, as the spaces would be allocated on a share of the market basis after the first year.

Commissioner Coblentz then said that he would move the resolution, waiving the failure of all six to notarize. He said that the space allocation in Plan C would be the best solution.

Commissioner Kadish asked for comment.

Mr. Robb Madgett of Hertz addressed the meeting to discuss the proposal, stating that he disagreed with Alternative C and that he felt the most viable and equitable solution would be to move Hertz to Lot B, and share with Trans. Mr. Madgett thought it obvious from the magnitude of Hertz' attempt to forecast, that their sole goal was to retain the space they were already occupying.

He said that he felt it important that the integrity of the space which currently exists be maintained and this could be done by moving things a bit. Mr. Madgett said that Hertz's share of the parking area would be 181 stalls; Avis, 178 stalls; National, 64 stalls; Budget, 110 stalls; Dollar, 44 stalls; Trans, 27 stalls. This allocation was based on the compilation of all available areas and allows 300 square feet per unit, which is in excess of the standards established by the American Institute of Architects, though recognized by traffic engineers.

Commissioner Coblentz asked for Mr. Madgett's recommendation.

Mr. Madgett replied that he would favor Plan B, suggesting National and Dollar in Lot 1G; Avis and Budget sharing Lot B1, adding that he hated to see any agency trying to operate out of three different areas.

Commissioner Coblentz then asked Mr. Singer for his opinion of this concept.

Mr. Singer replied that under this plan, each company that had to operate in Lot 1G would get a mathematical share of the market, but one company would be six spaces short. Mr. Singer said that as Mr. Madgett said, either Hertz or Avis would also be allocated space in Lot 1G.

Commissioner Coblentz asked if this was a more equitable solution.

Mr. Singer replied that it was, on a share of the market basis, but would require that one operator be in three lots, while in Plan C, no operator would be required to operate in more than two lots.



Mr. Madgett then said that he thought, as an industry, the car rental agencies could work out an equitable distribution among themselves and that the six stalls difference could be the real issue.

Commissioner Coblentz said that he would still move the resolution to award the bids, but he felt that to ask the Commission to decide the allocation issue at this time was unreasonable, so the allocation of space issue should be sent back to the companies and staff to solve.

Commissioner Goosby seconded the motion.

Commissioner Bernstein asked how many square feet were allotted per car.

Mr. Singer told him 150 cars per acre.

Commissioner Bernstein said that this was more space than allowed in a shopping center.

Commissioner Kadish thanked Mr. Madgett for his offer to work with the other rental agencies.

Mr. Madgett requested that Item (18) be withdrawn, as Hertz' plans would now be changed.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolutions were unanimously adopted:

- (5) Bid Call for Airport Contract No. 1042, Repaint Restricted Areas Between T/W "A" and T/W "B".

No. 79-0029

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1042, Repaint Restricted Areas Between Taxiway "A" and Taxiway "B".

The work consists of repainting the restricted pavement islands between Taxiways "A" and "B" in front of the terminals.

Construction time is 20 days.

This work is not part of the Expansion Program.





- (6) Bid Call, Airport Contract No. 1102, Demolition of Pier "B" - North Concourse and Baggage Shelters.

No. 79-0030

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1102, Demolition of Pier "B", North Concourse and Baggage Shelters.

The purpose of this contract is to clear the site for the construction of Boarding Area "E" which is scheduled to take place after the move by United into the North Terminal.

The work includes the demolition of Pier "B", upper and lower levels, the demolition of the North Concourse between the Central Terminal and Pier "B", the demolition of United Airlines Baggage Shelters under the North Concourse and in the North - East Court; the resurfacing with asphalt paving of the North - East Court with new striping and lighting; the relocation of the existing trash compactor; the furnishing and installation of security fences, all necessary cuttings and provision of all necessary closures and patching.

Construction time is 60 calendar days.

This contract is part of the Airport Expansion Program.

- (7) Bid Call for Airport Contract No. 1198, Aircraft Parking Apron - North Terminal - East Phase.

79-0031

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1198, Aircraft Parking Apron - North Terminal - East Phase.

The work consists of constructing new concrete parking pavement for the two easterly frontal gates of the North Terminal. This paving work was originally part of Contract No. 925 and was subsequently deleted because of unavailability of the work site to the Contractor as a result of construction phasing of the North Terminal.

Construction time is 50 calendar days.

This work is part of the Expansion Program.

This work is also part of the Airport Development Aid Program (ADAP No. 8) for which the FAA will reimburse the City up to 75% of the cost of eligible work items.



- (8) Bid Call, Airport Contract No. 1221-R, Newspaper Vending Machine Enclosures, Boarding Areas "H" & "I".

79-0032

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1221-R, Newspaper Vending Machine Enclosures, Boarding Areas "H" & "I".

The purpose of this contract is to furnish all labor, material and equipment necessary to construct five (5) wall enclosures surrounding the newspaper vending machines on three sides. These enclosures will be located in Boarding Areas "H" and "I".

Construction time is forth-five (45) calendar days.

This contract is part of the Airport Expansion Program.

Mr. Heath explained that these items are bid calls for some repainting, the demolition of Pier B, pavement of a section of the North Terminal parking aprons and enclosures for the newspaper vending machines on Boarding Areas "H" and "I".

Commissioner Coblentz questioned the newspaper vending machine item, asking if it was intended to have a large number, such as are in front of the major hotels, and saying that it would be impossible to limit the number and choose only the ones desired.

Mr. Heath explained that it was important to have some newspapers in that area, since once a passenger has gone through security, he is forced to return to the terminal for that kind of merchandise.

Commissioner Coblentz said that there was a constitutional ruling on limiting free speech and suggested Mr. Heath check with the City Attorney.

Mr. Heath said that he would check and come back with an answer before going out to bid.

Commissioner Fleishell said that the City had been trying to enact an ordinance limiting newspaper racks for 18 months but found it was impossible to do so. Commissioner Fleishell said that Mr. Michael Semler from the Mayor's office had been conducting public hearings and it might be wise to consult with him.

\* \* \*



On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolutions were unanimously approved:

- (9) Modification No. 45 (Debit), Airport Contract No. 1000, Ratifying Action of the Director of Airports on Change Orders, Garage: Stage IV - Superstructure Addition, \$12,395.00.

No. 79-0033

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 103 and 105 thru 110, and requesting the Controller's certification of Modification No. 45 to Airport Contract No. 100, in the total amount of \$12,395.00.

The contractor for this project is Robert E. McKee, Inc.

The work consists of revising toll booth area ventilation; provides a 120V emergency power panel in Switching Station TX; deletes FAA manhole and ductbank; installs irrigation piping in fuel storage area - Lot B; provides for the addition of a louvered access door at each of five pedestrian cores; provides reinforcing steel column splice weldings; and revises girder KK reinforcement and mechanical ductwork.

Original amount of contract	\$50,414,395.00
Previous modifications (debit)	1,863,501.00
Revised amount of contract to date.	\$52,277,896.00

Modification No. 45 consisting of the following

Change Orders:

No. 103,	\$2,245.00	(Debit)
No. 105,	2,142.00	(Debit)
No. 106,	2,431.00	(Credit)
No. 107,	2,971.00	(Debit)
No. 108,	3,151.00	(Debit)
No. 109,	1,372.00	(Debit)
No. 110,	2,945.00	(Debit)

	12,395.00
Revised amount of contract	\$52,290,291.00

This contract is part of the Airport Expansion Program.

- (10) Modification No. 46 (Debit), Airport Contract No. 1000, Ratifying Action of Director of Airports on Change Orders, Garage: Stage IV - Superstructure Addition, \$22,039.00.

No. 79-0034

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 111 thru 113, and requesting the Controller's certification of Modification No. 46 to Airport Contract No. 1000, in the total amount of \$22,039.00.

The contractor for this project is Robert E. McKee, Inc.

The work consists of adding protective curbing and islands to upper roadway graphic signs V-15 and V-43; installing conduit and wiring for temperature control command center; and resetting CO-8 over current relay for Switchgear TR and TS.



Original amount of contract	\$50,414,395.00
Previous modifications (Debit)	1,875,806.00
Revised amount of contract	
to date	\$52,290,291.00
Modification No. 46 consisting	
of the following Change Orders:	
No. 111, \$13,927.00 (Debit)	
No. 112, 7,145.00 (Debit)	
No. 113, 967.00 (Debit)	22,039.00
Revised amount of contract	\$52,312,330.00

This contract is part of the Airport Expansion Program.

- (11) Modification No. 47, (Debit), Airport Contract No. 1000,  
Garage: Stage IV - Superstructure Addition, \$173,475.00.

No. 79-0035 Resolution approving and requesting the Controller's certification of Debit Modification No. 47 to Airport Contract No. 1000, in the total debit amount of \$173,475.00.

The contractor for this project is Robert E. McKee, Inc.

The work completes specific areas in Contract 1000 which are essential to the operation of the North Terminal Complex prior to the terminal's scheduled opening date.

Original amount of contract	\$50,414,395.00
Previous modifications	1,897,935.00
Revised amount of contract	
to date	\$52,312,330.00
Modification No. 47 (Debit)	173,475.00
Revised amount of contract	\$52,485,805.00

This contract is part of the Airport Expansion Program.

- (12) Modification No. 1 and Completion of Airport Contract No. 1082, Overlay, Reconstruction and Blast Apron, Runway "1R-19L", Credit of \$99,586.96.

No. 79-0036 Resolution accepting the work under Airport Contract No. 1082, Overlay, Reconstruction and Blast Apron, Runway "1R-19L", as satisfactorily completed; approving and requesting the Controller's certification of credit Modification No. 1 in the amount of \$99,586.96; extending the completion date from October 19, 1978 to November 29, 1978; and approving final payment in the amount of \$67,873.37 in favor of the contractor, L.M. Company, A Joint Venture, P.O. Box 2465, South San Francisco, California, 94080.

Original amount of contract	\$1,304,244.60
Modification No. 1 (Credit)	(99,586.96)
Final amount of contract	\$1,204,657.64
Performance time of contract:	
Original	45 calendar days
As Modified	86 calendar days
Effective date of contract	September 5, 1978
Original completion date	October 19, 1978
Modified completion date	November 29, 1978

This contract is part of Federal Aviation Administration ADAP Projects No. 8-06-0221-04 and 6-06-0221-09.





- (13) Modification No. 1 (Credit, Airport Contract No. 1114, Landscaping and Street Furniture, North Terminal, Credit of \$1,351.56.

No. 79-0037

Resolution approving and ratifying the action of the Director of Airports in approving Change Order No. 1114-1 in accordance with Airports Commission Resolution No. 70-0044 and requesting the Controller's certification of Credit Modification No. 1 in the amount of \$1,351.56. The contractor for this work is A & J Shooter and Associates.

This modification consists of deleting installation of five (5) Douglas Fir benches on the upper Level Roadway at United Airlines' curbside counter in order to provide adequate space for patrons' baggages and modifying the lumber grade of Douglas Fir so deliveries of the benches can be expedited.

Original amount of contract	\$129,769.00
Modification No. 1 (Credit)	(1,351.56)
Revised amount of contract	\$128,417.44

This contract is part of the Airport Expansion Program.

- (14) Modification No. 4 (Debit), Airport Contract No. 1122, Industrial Wastewater Collection System, Phase II, \$7,485.00

No. 79-0038

Resolution approving and ratifying the action of the Director of Airports in approving Change Order No. 1122-5 in accordance with Airports Commission Resolution No. 70-0044 and requesting the Controller's certification of Debit Modification No. 4 in the amount of \$7,485.00. The contractor for the work is Piombo Corporation.

This modification involves replacing and reinforcing pressure cleanout and manhole collars that were damaged due to heavy traffic and filling pullboxes (to be used in future contract) with sand and concrete topping to protect them from being damaged.

Original amount of contract	\$890,919.00
Previous modifications (Debit)	29,856.56
Modification No. 4 (Debit)	7,485.00
Revised amount of contract	\$928,260.56

Not part of the Airport Expansion Program.

- (15) Modification No. 2 and Completion of Airport Contract No. 1151, International Holding Area - Rotunda "A".

No. 79-0039

Resolution accepting the work under Airport Contract No. 1151, International Holding Area - Rotunda "A", as satisfactorily completed; approving and requesting the Controller's certification of Debit Modification No. 2 in the amount of \$500.03; extending the



completion date from September 11, 1978 to November 6, 1978; assessing liquidated damages in the amount of \$1,200.00; and approving final payment in the amount of \$19,186.92 in favor of the contractor, All American Construction Company, 1229 Sobre Vista Road, Sonoma, CA 95476.

Original amount of contract	\$144,988.00
Modification No. 1 (Debit)	1,473.09
Modification No. 2 (Debit)	500.03
Final amount of contract	\$146,961.12
Performance time of contract:	
Original	120 calendar days
As Modified	176 calendar days
Effective date of contract	May 15, 1978
Original completion date	September 11, 1978
Modified completion date	November 6, 1978
Actual completion date	November 30, 1978

This contract is not part of the Airport Expansion Program.

Mr. Heath explained that Items (9), (10) and (11) were modifications to the Garage contract; (12) was a modification and completion of Contract 1082, reconstruction of runways, with a credit of \$99,000 since it was completed for less than the bid price; (13) was a modification on Contract 1114, landscaping and street furniture for the North Terminal with a credit of \$1300; (14) was a modification of Contract 1122, Industrial Waste Treatment System, with a debit amount; and (15) was a modification and completion of the contract for the international holding area in the International Arrival Section. Mr. Heath said that there had been various modifications to this contract.

Commissioner Kadish asked if, regarding Item (11) this would be the last of the overtime work. She said that this was the third modification for extra work.

Mr. John Caproni of Construction Management Consultants said that this only covered overtime to date; a few accelerated costs on the bridge necessary to bring it in on time were anticipated, and probably a closing one.

Mr. Heath said that the original contract provided for a five percent contingency, and this modification brings it up to 4.1 percent; he warned that any future modifications must be such that they would fall within that five percent figure.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

- (16) Tenant Improvement: National Airlines, North Terminal Facilities, \$700,000.00.

No. 79-0040

Resolution approving the final plans and specifications submitted by National Airlines showing their tenant improvements in the North Terminal Building. The project consists of constructing a ticket counter in the North Terminal lobby, and constructing offices, employee facilities, and baggage handling facilities within spaces allocated to National Airlines for these purposes.



The work will be done by National Airlines at their own and sole expense and without rental credit. The estimated cost is \$700,000.00.

This project is a tenant improvement to facilities constructed under the Airport Expansion Program.

- (17) Tenant Improvement: United Airlines Service Center, Ground Vehicle Maintenance Shop at Plot 4, \$350,000.00.

No. 79-0041

Resolution approving the revised preliminary plans and specifications by United Airlines showing their Ground Vehicle Maintenance Shop at Plot 4. The facility will consist of a single story steel frame building with metal siding having an overall floor area of 9,000 square feet to provide sheltered space for the servicing and maintenance of United's ground equipment. This work was formerly being done in the Wash Hangar which has been demolished to accommodate the construction of the North Terminal ramp and taxiways.

The work will be done by United Airlines at their own and sole expense and without rental credit. The estimated cost is \$350,000.00.

This project is not part of the Airport Expansion Program.

Mr. Heath explained that Item (16) was the National Airlines North Terminal facilities, \$700,000.00, and would be done at the sole cost of National. He said that Item (17) was the UAL Service Center, \$350,000, to be paid entirely by United. He recommended approval of both items.

Commissioner Goosby asked what was currently in the space to be occupied by the United Service Center.

Mr. Heath told him that it was parking.

Commissioner Goosby asked if the National facade would conform to Airport standards.

Mr. Heath said that the design had been cleared by the architects.

\* \* \*

- (18) Tenant Improvement: Hertz Rent-A-Car, Lot "A" Facility, Renovation of Office, \$33,000.00.

Resolution approving the final plans and specifications submitted by Hertz Rent-A-Car showing the remodeling of the rental car check-in counter and office in their Lot A Facility to bring the counter area up to the current corporate standards.

The work will be done by Hertz at its own and sole expense and without rental credit. The estimated cost is \$33,000.00.

This project is not part of the Airport Expansion Program.

This Item had been removed at the request of Mr. Robb Madgett of Hertz; see discussion under Item (4).

\* \* \*



On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

(19) Outside Contracting of Services

No. 79-0042

Resolution expressing the Airport Commission's position with respect to legislation currently being considered by the Board of Supervisors. The specific legislation is an amendment to the City's Administrative Code attaching specifications to prospective contracts for services otherwise capable of being performed by City personnel.

The Commission resolution requests specific exemption for agencies operating outside the city limits.

Mr. Heath explained that there is currently an ordinance pending before a committee of the Board of Supervisors pertaining to the ability of City agencies to contract for outside services, under Proposition J. He said that the proposed ordinance would be particularly difficult for the Airport to work under and to comply with and would almost preclude the Airport from contracting work out in the future even if it should be less costly to do so. He said that the ordinance would require that every contractor retain a home office within the City and County of San Francisco and that all persons employed by any contractor be residents of San Francisco. Mr. Heath said that today only eleven percent of all persons employed at the Airport, both City employees and others, are residents of the City. He said that in particular, lower paid personnel live closer to the Airport, in Daly City or South San Francisco. He said that the resolution before the Commission requested the Board of Supervisors and the Mayor to exempt the Airport from the conditions of the proposed ordinance.

Commissioner Fleishell asked who authored the ordinance and said that obviously it was not meant to include Hetch Hetchy or the Airport. He suggested that a personal contact or phone call would be more effective than the proposed resolution.

Commissioner Goosby objected to the proposed ordinance, saying that it appeared to prevent all contracting out to minorities since few minority owned firms in the Bay Area also have home offices in San Francisco. He said that if the City was sincerely interested in involving all segments of the community, the proposed ordinance was a severe disadvantage to minority firms.

Mr. Heath said that he would communicate these thoughts to the Board of Supervisors. He said that he would certainly make personal contact and would use the proposed resolution for backup to that personal contact.

Commissioner Kadish emphasized the importance of contacting Board members in person, and said that she thought the proposed ordinance was authored by Supervisor Gonzales.

Commissioner Fleishell said that he thought it would be appropriate to have the Human Rights Commission informed of this proposed ordinance and ask them to write to the Board of Supervisors, also.

\* \* \*

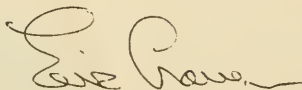






Adjournment

There being no further business before the Commission, the meeting was adjourned at 3:10 p.m. and the Commission went into Executive Session.

A handwritten signature in dark ink, appearing to read "Eric Craven", with a stylized flourish at the end.

Eric Craven  
Commission Secretary



# **SAN FRANCISCO AIRPORTS COMMISSION**



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## **MINUTES**

FEBRUARY 20, 1979

**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**

President

**MORRIS BERNSTEIN**

Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z. L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport**

**San Francisco, California 94128**



MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING

February 20, 1979

Call to Order:

The regular meeting of the Airports Commission was called to order at 2:33 p.m., in Room 282, City Hall, San Francisco, California.

\* \* \*

Roll Call:

Present:

Commissioners Ruth S. Kadish,  
Morris Bernstein, Z. L. Goosby\*,  
J. Edward Fleishell.

Absent:

Commissioner William K. Coblentz.

\* \* \*

Pledge of Allegiance:

Led by Commissioner Goosby.

\* \* \*

Adoption of Minutes:

No Minutes were before the Commission for adoption.

\* \* \*

Calendar Items:

On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following resolution was discussed but no action immediately taken:

(1) Financing the Modernization and Replacement Phase Program.

Mr. Richard Heath, Director of Airports, began the discussion by saying that his memorandum to the Commissioners of February 16 had contained an outline of the situation regarding the Modernization and Replacement (M & R) Program, Phase I. Mr. Heath said that

at 5:35 p.m. at the conclusion of Item (12)



there was \$77,200,000 worth of bond money available for these projects, as the original amount of \$75,900,000 had been increased due to favorable interest.

Mr. Heath said that the South Terminal West Addition, the international arrival center, could be kept to a level below \$35 million, with the understanding that an attempt would be made to interest a developer in investing \$1.5 to \$2 million in construction of the upper level. He said that the interested developer would need to construct 2,500 square feet of concession space to be sublet to several small concessions. He said that the Commission would decide in advance the kinds of concessions to be included, and all requirements, such as the human rights requirements, would be discussed and agreed upon prior to any agreement with a developer. He said that the selection of the developer would be done on a bid basis, with interested persons coming forth with specific proposals. He said that at the end of a 15-year period, when construction costs had been paid off by the developer, the area would become terminal space, like any other space at the Airport. He said that in this way, the anticipated cost of the South Terminal West Addition would drop to \$34 million from the projected \$35.5 million.

Mr. Heath said that the M & R, Phase II, cost for various projects, including aprons, remaining terminal facilities, etc., must be financed out of current revenues developed from landing fees, with the understanding that the airlines would seek other means of paying these costs, perhaps by borrowing from the private sector.

Mr. Heath said that the Airlines Technical Committee had reviewed and approved all Phase I projects, with the exception of the atrium in the South Terminal and the bridges connecting the garage to the South Terminal West Addition. Mr. Heath recommended that these items should not be excluded. He said that he thought the atrium would help make the South Terminal West Addition one of the most comfortable in the country. He said that since \$450 million was being expended on the total Airport area, something as striking and desirable as the atrium should be retained at a cost of \$450,000 to \$500,000.

Mr. Heath said that with respect to the bridges the airlines have throughout recommended that the bridges be excluded because they felt that the tunnels from the garage to the terminal would provide sufficient access and would be satisfactorily convenient to the traveling public. Mr. Heath said that he thought the bridges were important in a number of ways, such as in the development of an efficient people mover system to connect the terminal facilities to the land west of the Bayshore Freeway and in the development of a plan to build the SP into an effective commuter operation between San Francisco and San Jose, with an Airport station connected to the garage by monorail.

Mr. Heath said that he would also like to comment on the bids which were opened last week for the FAA Control Tower. He said that the estimated original cost of the project had been \$6.3 million which had been raised to \$7.3 by the time the bids went out. He said that the apparent low bid received had been \$8.3 million. He said that at this point, staff was exploring with the FAA various alternatives and had discussed with Gensler & Associates the possibility of constructing the tower above the Central Terminal for approximately \$5 million. He said that also discussed had been the possibility of building a fieldside tower, close to the runway intersections or on the northern side of the Airport. He said that there is also the possibility that the FAA would build the facility with total FAA funding, while the current plan of building in the center of the garage utilizes \$2 million FAA funding, and the balance from Airport funds. Mr. Heath said that staff was currently examining





all options and, hopefully, would be back with a recommendation by either the March 6 or 20th meeting. In the meantime, Mr. Heath recommended that no action be taken on the low bid, as there are 30 days in which to decide. He suggested that the Commission wait until the end of that period to see what other recommendations were developed.

Commission President Ruth Kadish asked how many bidders participated.

Jason Yuen, Director of the Bureau of Terminal Construction, said that four bids had been received: \$8.2 million, \$9.5, \$10 and \$11 million. Mr. Yuen said that the low bid, with the alternatives, would be \$8.3 million and the second low bid with alternatives amounted to almost \$400,000 more.

Mr. Heath said that he believed it would be possible, through one of the alternatives, to greatly reduce the cost of the tower. He said that if that were possible, the funds from the previous bond issue now allocated to that project would be available for other projects. Mr. Heath said that he had been contacted by the Chairman of the Airlines Technical Committee who told him that the Technical Committee would not object to the atrium if it would be possible to cut the cost of the Control Tower. Mr. Heath said that a representative of the Airlines Police Committee wanted to speak to this issue.

Jan Blais, Chairman of the Airlines Policy Committee, spoke at some length, saying that the airlines try to speak to the Commission with one view. He said that the Technical Committee had met with Airport staff during the past two weeks, attempting to whittle down the projects. He said that the Technical Committee spoke to the questions: will the plan work?, is it necessary, technically, to have such a facility? Mr. Blais said that the Technical Committee, however, had no handle on the money. He said that it speaks only operationally and to design problems. Mr. Blais said that when he received the final figures on the construction program, he sent telegrams to members of the Policy Committee and, unfortunately, had not received sufficient replies to state a definitive position. Mr. Blais said that he hoped to have these comments together within a day or two; however, he thought that he could predict accurately that the airline group was not going to be in favor of financing these capital projects out of current income. Mr. Blais said that if the Commission planned to act on this matter today with the understanding that the airlines are going to get private funding, that understanding may be wrong; any such understanding would be predicated upon the funding in an acceptable way with acceptable costs. He said that the Policy Committee felt there was an obligation on the part of the City to finance the projects as soon as possible through a revenue bond issue. Mr. Blais emphasized that the airlines position was not known as yet and this was a program that was not funded and the airlines were doing their best to find a way to finance the program, at a low cost of financing.

Commissioner Fleishell said that he had questions about the resolution, as the Customs people were not satisfied, the airlines were not in agreement, and it appeared that various figures given to him didn't add up. He said that he did not see how he could vote on the issue until it was decided what was going to be built and at what cost.

Mr. Heath said that there were \$77 million of bond funds available, but many questions needed to be answered: how long will the construction program continue? how long are travelers to be inconvenienced by the construction? how rapidly can it be completed?



Mr. Heath said that if it was thought that a bond issue was a viable source of funds, the Commission would go along with that. Mr. Heath said that the airlines had been told that they could obtain financing from private sources, as other large corporations do, and while this would be at a higher interest, it would still be comparable to what other companies pay for financing capital improvements. Mr. Heath said that there appeared to be no question about the Airports Commission's legal right to proceed with the program and, if necessary, finance it out of current revenues. He said that while this would not be the most desirable form of financing, from either the Airport or airlines' standpoint, a Commission decision to go forward would provide a strong incentive for the airlines to find acceptable funding. Mr. Heath said that if a commitment is not made, if the Commission delays until the financing is in place, it may be several years before the program can continue. Mr. Heath reminded the Commission that this was the program which had been approved by the airlines, adopted by the Commission in May, 1977, and approved by the Board of Supervisors.

Commissioner Kadish said that she was concerned, not only with the matter of legal rights and the commitment by the City, but that the electorate passed a \$90 million bond issue and the longer there is delay in utilizing that money, the more derelict the Commission could be considered in allowing that money to shrink due to inflation and in not utilizing it to the maximum value as soon as possible. She said that the Commission had gone on record previously as being responsive to the mood of the people and the legislators and the Mayor had not requested, nor expected, that there should be any possibility of a revenue bond issue on the ballot in the near future. Commissioner Kadish said that the airlines spoke from the hope that the reality would change but there was no indication that this would be the case. She said that it seemed that the determination should be made at this meeting how best to fulfill the legal right and commitment to utilize the monies in the Commission's charge as effectively as possible, with details to be worked out in the future.

Commissioner Goosby said that he thought the resolution should spell out to some extent the way that it was anticipated the Commission would be able to generate enough funds to complete the construction program. He said that it appeared to him that later the Commission could be accused of being derelict in its responsibility in accepting a \$24 million deficit on Phase I of the M & R Program. Commissioner Goosby said that he thought this resolution should contain language which indicated this deficit was known and it was anticipated that it would be made up in a specified way. He thought that if it was decided that a developer would construct and sublease concession space in the South Terminal West Addition, that fact should be included in the resolution as an option. Commissioner Goosby asked if this was an option or a commitment.

Mr. Heath said that the possibility of contracting with a developer was an option. He felt that it would be possible to finance certain space in that way; and if it was not possible, the space would not be built. He said that at present no decision was being made. Mr. Heath said that the only decision which would be made at this meeting was to approve the international arrival facility at the \$34 million figure. He said that the resolution referred to, and incorporated, the entire schedule, including additional landing fees which would need to be charged in each fiscal year in order to meet the additional capital costs entailed, assuming that mechanism to be the one by which the Commission would raise the necessary money.

Commissioner Kadish said that there was no wording in the resolution to indicate where financing was to come from.



Commissioner Fleishell referred to Mr. Heath's remark that the Southern Pacific (SP) would provide service to the Airport, saying that SP had petitioned the State Public Utilities Commission on three occasions, requesting permission to discontinue Peninsula Service. Commissioner Fleishell suggested asking the President of SP for a letter outlining its views.

Mr. Heath said that CalTrans and MTC were working on plans to utilize the SP tracks.

Mr. Blais said that the airlines didn't think the bridges were necessary, as the tunnels provided sufficient access and that the atrium, while beautiful, was not an essential item.

Commissioner Bernstein asked Mr. Blais how the airlines planned to finance the deficit.

Mr. Blais replied that he was not certain but assumed something would happen to make it possible to build the whole program. He suggested proceeding with the designs, but he did object to the position apparently taken by the Airport of "take it or leave it".

Commissioner Bernstein said that he felt the Airport had never taken that attitude and that if anyone had an arbitrary position, it was the airlines. Commissioner Bernstein stated he would not vote for the project if it didn't have the atrium.

Mr. Blais said that while he didn't have a commitment, he knew it was going to be much harder to obtain that commitment if the Commission resolved that the landing fees were to be raised.

Commissioner Kadish said that she agreed with Commissioner Goosby that it was essential that a resolution be passed with at least one alternative. She said that raising the fees was not the only possibility, but the airlines had not come up with any other alternatives. She said that the one alternative based on landing fees alone can be amended when the airlines come forth with alternatives for financing. Commissioner Kadish said that the details could be discussed and changed if necessary. She said that the resolution would solidify the commitment of the Commission to proceed with the program and to utilize the monies on hand as quickly as possible. She said that many things were confusing the issue, but it was important to clarify the issue and arrive at an understanding.

Mr. Blais said again that if it was stated in the resolution that the landing fees would be raised to fund the capital projects, it will make it harder for the airlines to find other funding.

Commissioner Bernstein suggested having a meeting with the airlines as soon as possible.

Mr. Heath said the resolution provided for other contingencies and staff was working with the Airlines Technical Committee and the Airlines Policy Committee to determine where other reductions could be made. Mr. Heath said that the resolution could be altered to make it more explicit. Mr. Heath said that his recommendation would be for the Commission to indicate its intention to complete the M & R Program as rapidly as it can be feasibly done. He said that considering the present mood, the only method available is through current revenues landing fees, but there was nothing in the resolution which would preclude the Policy Committee from coming back at a later date with some other kind of financing.

Commissioner Fleishell said that he had no reluctance in charging the airlines for anything that needed to be done, but he questioned the methods being used. He said that no decision had been made as





to what to build or what the costs would be. He said that the staff was negotiating with the airlines on other subjects, and he did not consider this a proper way to handle the airlines, the major tenant.

Commissioner Bernstein said again that, in the interests of time, the resolution should be approved and a meeting set up with the airlines.

Mr. Heath said that the question before the Commission was approval of the plans for the Central Terminal, South Terminal West Addition and he understood the plans for the bridges have been made so structural supports could be built whether the bridges themselves were built or not. Mr. Heath said that if Items (2), (4) and (5) were approved, those three projects would more than utilize available bond funds and the balance would have to be funded out of current revenues or some other alternatives. He said that another alternative would be to stop everything until all issues are resolved, but one reason for the high cost is that issues have not been resolved quickly in the past, causing delays in the bidding, etc.

Commissioner Goosby asked if the projected landing fee increase would cover the \$24 million, assuming the airlines do not get capital financing.

Mr. J. Peter Singer, Deputy Director for Business and Finance, said that the planned increase would cover those costs. Mr. Heath explained in some detail what those planned increases would be.

Commissioner Bernstein asked how the suggested rates would compare with other major airports.

Mr. Heath told him that they would be very high in comparison, as other airports were able to finance out of revenue bonds and spread the costs over a 30-year period.

Commissioner Bernstein asked if the fees included bond costs, interest, etc.

Mr. Heath said that those costs would be paid out of the regularly determined landing fees and said the new fees to be determined were what would be charged in each fiscal year to fund the remainder of the M & R Program, making San Francisco Airport one of the highest in the United States, but not as high as Tokyo.

Commissioner Kadish said that this was only one means of financing and would be cancelled out if alternatives were found.

Commissioner Goosby asked that the method of covering the deficit be included in the resolution.

Commissioner Bernstein asked that the inclusion of a developer for the upper level South Terminal West Addition be included as an alternative, not as a binding decision.

Mr. Heath said that the airlines could not be forced to go to private financing, and the Commission could not participate in that method in any way due to legal provisions. Mr. Heath said that in 1979-80, \$12.8 million was needed for capital projects. He said that the airlines, instead of paying it directly to the Airport, could borrow it private and pay it off in future years, just as they would do if the money came from revenue bonds. Mr. Heath said that his proposal was to borrow and pay back over a 30-year period. He said that the Commission was in the position





of either stopping the M & R Program and waiting until some other means of financing is available, or funding it out of current revenues, the landing fees.

Mr. Blais said that in 1977, when the airlines approved the concept of the program, it was understood that the projects would be in budget. He said that recently it was discovered that there was a deficit. Mr. Blais said that he was not suggesting the work on the design be stopped, assuming that an agreement could be reached on what was to be built, but he would not want a resolution passed saying that the program would be completed on the basis of paying it out of fees that would go on for 30-40 years, as the airlines were trying to come up with an alternative plan to finance the program. Mr. Blais said that there was a commitment on the part of City to fund the program on the basis of long-term revenue bonds. He said that he also understood it was not as easy to do as it was in the past. Mr. Blais said that the posture taken by the Commission was that there was a legal right to finance out of current revenues, and he would quarrel with such a legal right.

Commissioner Bernstein asked what the airlines would cut back on.

Mr. Blais said that the issues are pretty narrow, and all the items the airlines had considered expendable were right back in the program, the two bridges and the atrium. Mr. Blais said that the airlines agreed that basic work should be done on the bridges so that they could be built in the future with minimum delays, although at this point the bridges were not considered necessary.

Mr. Bernstein said that if the airlines agree that the basic work should be done, they must think the bridges would be necessary in the future.

Mr. Blais said that on the off-chance that they would be necessary in the future, the airlines recommended spending a little money now to build the underpinnings and not potentially tie up roadway and terminal space later.

Commissioner Kadish said that her feeling relating to all financial implications is that the priorities have been determined: South Terminal West Addition, Central Terminal, Pier D. She felt that as many of these projects as possible should be financed out of available bond funds while pursuing methods of financing other aspects of this phase.

Commissioner Fleishell said that the Commission was committed to building the projects and said that strategically and technically the Airport was dealing with the major tenant. He said that if the airlines signed, they would sign begrudgingly, and reminded the staff they were dealing with tenants, not enemies.

Mr. Heath said that he had been telling the airlines for the last year that additional revenues were needed and that bond funds would not be available to complete the program. He had suggested that they provide an alternative method of financing, but the only response he had received from the airlines was that another revenue bond issue should be passed. Mr. Heath said that until the airlines understood that if they wanted the previously approved facilities, they must cooperate and recognize the political realities.

Commissioner Fleishell said that he realizes that Proposition 13 changed the battleground.

Mr. Heath said that under the landing fees agreement, there was to be a triennial review which would begin at the March 6 meeting, at which time he planned to open the discussion by recommending



to the Commission what the landing fees should be over the next three year period. Mr. Heath said that one reason for putting this item on the agenda for this meeting was to get some direction for the next meeting, and it seemed to him that there was no alternative. He said that the airlines would have 120 days to comment and vote on the proposed fees and at the end of that period, if the Commission approved, the proposed fees would go to the Board of Supervisors for their approval.

Commissioner Goosby asked what would happen if the Board didn't agree at the end of that four month period.

Mr. Heath said that the Commission had the ultimate authority and the Board could only disapprove the action of the Commission by a two-thirds vote.

Commissioner Kadish said that she had been told at the Airlines Policy Committee meeting last week that a decision would be given to the Commission by the end of that week.

Mr. Donald Garibaldi, Airports General Counsel, said he understood the airlines were going to say that the Commission should use revenue bonds to raise funds, and that the landing fee agreement is ambiguous as to the use of revenues.

Mr. Heath said that when the landing fees agreement was negotiated, it was assumed that funding would come from revenue bonds since no one knew at that time that the whole political climate would change.

The Commission decided to consider other items at the beginning of the Calendar relating to this item, Item (1) before returning to vote on Item (1).

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On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously approved as amended:

Approval of Schematic Plans, Contract No. 1010, South Terminal West Addition & West Modification.

No. 79-0043

Resolution approving the schematic plans submitted by Anshen and Allen for Contract No. 1010, South Terminal West Addition and West Modifications.

Mr. Heath said that representatives of the architectural firm of Anshen and Allen were present to make the presentation and he introduced Mr. Derek Parker.

Mr. Parker presented the schematic design for the South Terminal West Addition, pointing out the important elements: expansion of the terminal to add counter space; the present Customs area used as additional baggage claim area; concession space. He showed that the plan would provide new areas for international baggage claim, Federal inspection, immigration, health, customs and agriculture. He said that the original design was based on the original master plan and came in at the original budget, but then a determination was made that changes had to be made to match new needs.



Mr. Parker described in detail the design changes which were made to match the changing needs: on the lower level, arrival gates 2 through 6, a sterile holding room to house a 747 plane-load; and a baggage claim area which has four carousels. He explained the Federal inspection service which will utilize a one-stop system, a change from the master plan in which there was a different stop for all four services. He indicated the vestibules for foreign exchange, cashiers and interline baggage for transfer to domestic flights.

Mr. Parker explained the changes necessitated by increasing the inspection area capacity from some 600 people to 900 passengers an hour. He said that the Federal inspection modules each take 225 passengers an hour and while the original master plan provided for 600 passengers an hour, four modules would provide service at 900 passengers an hour. He said that there is the potential of additional modules and office space, to service up to 1,125 passengers hourly. He said that the baggage claim carousels were doubled and additional counter space and concession space was added. He said that the width of the building will be determined by the number of modules, and the upper level of any extra width can be utilized as concession space.

Mr. Parker said that his first estimate of the changed facility was \$39 million, but had reduced the amount to \$34 million by making purely technical changes which did not affect the program.

He said that the plan provided the possibility of seeing an arriving passenger at the arrival gate and retaining visual contact all the way through the area. Mr. Parker explained that the atrium which would provide great amenities and comfort; a pleasant experience to pass through, and provide an appropriate and suitably dramatic entrance to San Francisco. Additionally, he said that the atrium would also provide a cooling system for the area. In regard to the atrium, Mr. Parker said that it would take two months to change the plans if the atrium was deleted, at an increased construction cost of \$350,000 a month due to inflation.

Mr. Parker emphasized that if the plans were changed, the costs would change, and that construction must start by fall of this year if the project was to be kept at the \$34 million figure. He said that the schematic drawings should be translated into construction documents, and construction must start in order to maintain the cost. He said that money for the project is eroding at a rate of \$350,000 monthly due to inflation.

Mr. Parker expressed his appreciation for the assistance given his firm by the airlines, Commission, staff and Federal people.

Commissioner Kadish said that this item deals with practical needs and demands which are much greater than when the program was presented as part of the master plan two years ago. She said that changes in air traffic over the last two years accounts for the increased needs and that since the plans are at the schematic stage, there is a great ability to estimate costs.

Commissioner Goosby asked if it wasn't customary for the resolution to state a specific price at the schematic stage.

Mr. Heath said that he believed that it was customary that the cost not be included, he would recommend that the resolution be changed to include the cost.

Commissioner Fleishell asked Mr. Parker if his firm would be working on commission.





Mr. Parker replied that the Anshen and Allen contract terminated this day and the Commission would be billed for hours worked. He said that there had been no negotiation for further work.

Mr. Howard Friedman, consulting architect, explained that when the architects for the various projects had been retained, the scope of work was not known and it had been impossible to negotiate a fixed fee. He said that each of the architectural firms had agreed that until the scope of work was determined a formula was agreed upon based on approved salaries, costs and markup with a maximum figure. He said that once the scope had been determined there could be negotiation. He said that in regard to Pier D and the North Terminal, a great deal of repetitious work was involved and it seemed best to work with a flat percentage fee.

Mr. Clarence Bingham, Regional Commissioner of Customs, spoke in regard to the international arrivals area. He said that he had not heard at this meeting, or any other meeting, about the future of SFO. He said that what was being discussed was what was needed today, not in the future, and the facility being planned would be outmoded before it was ever opened. Mr. Bingham said that the servicing of 950 passengers hourly would be outmoded in 1983 and that all estimates were for the need of a facility that could handle over a thousand people an hour.

Commissioner Kadish said that there was the possibility of an additional module which would increase capacity to a thousand.

Mr. Parker said that with the addition of another module service could be provided for 1,350 passengers per hour. He said that what was being discussed at this meeting was a facility with a capacity for 900 passengers hourly, but potential space was provided for two modules which could accommodate up to 1,350 passengers hourly.

Mr. Bingham briefly mentioned the recent projections of increased air travel, saying the best projection is a one hundred percent increase by 2000. Mr. Bingham said that a passenger survey had been done in the international arrival area at several airports, and the worst marks had been given to San Francisco Airport.

Commissioner Kadish said that such comments are highly justified; however, she asked Mr. Bingham about the manning of the Customs area, saying she had seen service areas not in use due to lack of personnel.

Mr. Bingham said that one reason the inspection agency had gone to the one-stop service was because of manpower and cost problems. He said that personnel was hard to come by even when the carriers pay for overtime. He said that the one-stop procedure not only takes less manpower, but less space.

Commissioner Kadish commented that, once again, the obligation for improvements is placed on the Airport. She said that she had read Mr. Bingham's letter relative to the needs of the Federal inspection service and she was trying to transmit that it was up to the Customs and Immigration Services to fully provide the personnel to utilize the space which the Airport is providing.

The Commission unanimously agreed that the resolution should contain the words, "at a total construction cost not to exceed \$34,000,000."

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On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following resolution was unanimously approved:

- 3) Modification of Professional Services Agreement, South Terminal West Additions and West Modification - Airport Contract No. 1010

No. 79-0044

Resolution approving the modification to the professional services agreement between the City and County of San Francisco and Anshen and Allen - Architects for Contract No. 1010, South Terminal West Additions and West Modifications.

This modification extends the term of the professional services agreement at no additional cost to the City. The agreement has expired on December 27, 1978, at which time we expect to award the consultant a new contract for the balance of the project.

The work required of the consultant for the schematic design phase of the project could not be completed in accordance with the allotted contract time of 120 calendar days because the program development phase required more time than anticipated.

This project is part of the Modernization and Replacement Program.

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On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously approved as amended:

- 4) Approval of Schematic Plans, Contract No. 1200, Central Terminal Remodeling.

No. 79-0045

Resolution approving the schematic plans submitted by Gensler and Associates for Contract No. 1200, Central Terminal Remodeling.

Mr. Heath said that this project had been presented to the Commission four weeks ago and had been put over until this meeting. He introduced Mr. Arthur Gensler of Gensler & Associates.

Mr. Gensler said that the Airlines Technical Committee had raised an issue about the concession space. Also, he said that a consultant was working on design of the marketing space and he believed that his firm could work with the consultant to resolve any problems.

Mr. Bob Baxter of PSA, representing the Central Terminal tenants, asked if this project was within budget, apart from the pedestrian bridge item.



Mr. Heath said that the cost did not include the bridge, only the terminal construction.

Commissioner Kadish said that the bridge would be an alternative included in the construction bid.

Mr. Baxter said that the price given to him last Friday was \$2.5 million over the budgeted amount.

Mr. Jason Yuen, Director of the Bureau of Terminal Construction, said that the \$15.8 million quoted does not include the construction of the bridges to the garage, but did include the interior bridge. He said that by dropping the interior bridge, the project would be within budget.

Mr. Heath said that if the project was approved, the interior bridge would be bid as an alternate and could be dropped out for cost savings. He said that the Commission will make the final determination.

Mr. Baxter said that the airlines had reduced areas for concession space, cut down on operation space underneath the pier and cut down on gate requirements on the assumption that the project would remain in, or very close to, budget. However, he said that the item of the bridge raises the possibility that if the Commission desires an item, they will go ahead and build it. Mr. Baxter said that it seemed to him that the same principle was not being used regarding each of the two terminals and asked why airlines in the Central Terminal should do without items, keep within budget, when money was being spent on items in the South Terminal with which the airlines disagreed.

Mr. Heath said that he would like to have the Airlines Policy Committee resolve these issues once and for all, and make their recommendations to the Commission. He said that the program had been reviewed and approved year after year. He said that a major problem was that when it came to the point of going to bid, there would be a change, another delay. Mr. Heath said that this was a matter for the Airlines Policy Committee as a whole to deal with. Mr. said that the only way the Commission can be equal to all airlines is to stop everything and start over again.

The Commission agreed that the resolution should be amended to include the wording "with a total construction cost that would not exceed \$15,800,000".

Commissioner Fleishell complimented Mr. Gensler and his firm for bringing this project in on budget.

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On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following resolution was unanimously adopted as amended:

Financing the Modernization and Replacement Phase Program.

No. 79-0046

Financing the Modernization and Replacement Phase Program.

The Commission returned to this item, and it was unanimously approved with the amendment that the Director and staff work with the Airlines Policy Committee in a concerted effort to find reasonable means by which the costs of the remaining projects of the M & R Program may be reduced and to develop a viable means of financing these projects through some method of long-term financing.

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On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was unanimously approved as amended:

) Approval of Schematic Plans, Contract No. 1200, Boarding Area "D".

No. 79-0047

Resolution approving the schematic plans submitted by San Francisco Airport Architects for Contract No. 1200, Boarding Area "D".

Mr. Heath said that these schematic plans had been presented to the Commission four weeks ago.

Commissioner Fleishell asked how the Commissioners could agree on any design without a report from the concession consultant.

Commissioner Kadish agreed that it was essential to receive a report from Mr. Harold Hecht, the marketing consultant.

Commissioner Fleishell said that two firms were involved in what should be a one firm job and there would be conflicting events occurring creating an impossible task for two fine architectural firms.

Commissioner Kadish said that the two firms were coordinating very well and she saw no reason why they shouldn't continue to do so.

Mr. Heath said that Host International had raised a number of questions, but they had been resolved.

Mr. Friedman said that he thought Commissioner Fleishell's point was very well taken.

Commissioner Kadish said that discussion concerned San Francisco Airport Architects' work on Pier D and Gensler & Associates' on the Central Terminal.

Mr. Friedman said that Host had an additional set of architects, and it was essential that the Commission set up criteria.

Commissioner Fleishell asked if the Commission was being charged more money for the time spent.

Mr. Friedman said that there have not been more charges up until now, but there should be some kind of common thread among the three firms.

Commissioner Fleishell commented that the North Terminal was a different color than the other terminal building.

Mr. Heath said that the decision to have two architectural firms on the projects was made by the Commission. He said that Jason Yuen, the Director of the Bureau of Terminal Construction, is now responsible for the coordination of the firms. Mr. Heath said that while it would have been easier to have one firm doing all the projects, the diversity the Commission desired could not have been achieved.

Commissioner Kadish said that although the Commission wanted a common thread, they did not want that to lend to everything being identical.





Commissioner Goosby commented that Anshen and Allen had recommended that their project go to bid this fall to keep within budget, but that this item would not go to bid until 1980.

Mr. Heath explained that this project was a question of phasing in the Central Terminal, which was not true of the South Terminal project; the South Terminal pile driving could begin as soon as Anshen & Allen completed the first set of drawings and construction could progress while the drawings for the second phase were completed; this method was not appropriate for Pier D and the Central Terminal, where airlines had to be relocated.

It was unanimously agreed that wording should be inserted to indicate that the Boarding Area D total construction cost was not to exceed \$13,700,000.

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On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

) Resolution - Approved Allocation of Land for Automobile Rental Operators.

No. 79-0048

This allocates, on an appropriate "share of market" as determined by the minimum annual guarantee bid for the initial year of operation under auto rental concession agreements, areas for six auto rental operators.

Mr. Heath said that it appeared that Mr. Madgett of Hertz had been correct when he said, at a previous meeting, that within two weeks the rental car companies would come up with a plan all auto rental companies could agree to regarding allocation of space.

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On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

) Air Pacific

No. 79-0049

Resolution approving the expansion of service by Air Pacific.

Ms. Annabel Hoyt, part owner and business manager, spoke on behalf of Air Pacific. Ms. Hoyt said that her company had been providing scheduled service in Northern California for 12 years and had recently entered into an expansion and growth phase due to airline deregulation. She said that the airline provided service to a number of communities in the northern part of the state where major air carriers had found the market unprofitable; recently Hughes Airwest had approached the company asking Air





Pacific to replace Hughes in Chico, which draws 4,000 people monthly into San Francisco. She said that Airwest has also asked for withdrawal from the Eureka market. Ms. Hoyt said that in response to these requests from Airwest and to demands from the public, Air Pacific was increasing their 19-passenger twin turbine aircraft, and adding a DeHaviland Dash 7. Additionally she said that PSA will be leaving the Lake Tahoe market soon, and Air Pacific will be the replacement, carrying some 10,000 people monthly.

Ms. Hoyt said that the new Dash-7 required different regulations and the airline would now be operating under the same rules under which the major airlines operate. She said that the new aircraft is STOL, landing and taking off without disturbing air traffic, is environmentally sound and provides better safety. She said that it is also more efficient with a maximum factor of 50 rather than the 100 seat plane major airlines utilize.

Commissioner Goosby asked how many new flights would be involved.

Ms. Hoyt said Air Pacific would probably be adding three round trips a day to Tahoe, in lieu of PSA's Tahoe flights.

Ms. Hoyt said that she was before the Commission to ask permission to move to Gate 30 as the airline had outgrown its current facilities.

Commissioner Goosby asked if Air Pacific had a counter now.

Ms. Hoyt said that they did at the gate with TWA, but would like a counter out front.

Mr. Singer said that his staff had had the opportunity to review this request with the Operations Division and it was quite satisfactory from an operations standpoint for a limited time while Pier C, currently used by United, is in existence. He said that when C is torn down, Air Pacific would have to find alternate space.

Commissioner Goosby asked if the airline provided its own ground services.

Ms. Hoyt replied that it did.

Commissioner Goosby asked if the airline would comply with human rights requirements and offer free access to their files.

Ms. Hoyt answered that there would be no problem; and they did approve of women in executive positions.

Commissioner Fleishell asked how the Airport would benefit from the tenancy of Air Pacific on a sublease. He said that it was important to find a way to charge every airline which would be subleasing.

Commissioner Kadish said that the question being raised was whether a flat rate would produce more income for the Airport. She asked if the Airport didn't actually derive benefit from more efficient use of counter space.

Mr. Heath said that there was a break-even philosophy and he thought that until a means has been developed of changing that philosophy there was no way to develop a financial system to take money from the airlines and pay it to the City.



Commissioner Fleishell said that he would like to study that law.

Mr. Singer said that at the present time Air Pacific is being served at a gate which is leased to TWA. He said that Air Pacific is proposing to move to another gate where they will be paying the Airport directly, so that there would be an increase in revenue for the Airport.

Commissioner Kadish said that the point made by Commissioner Fleishell should be taken into consideration when the master plan was being considered.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following items were unanimously adopted:

Resolution Approving Sublease - Airborne Freight Corporation, Sublessor, and Code 3 Aviation, Sublessee.

No. 79-0050

Airborne Freight Corporation, lessor of Plot 10A at San Francisco International Airport, desires to sublease 300 square feet of office space to Code 3 Aviation, whose business is Air Freight Transport, for a term ending December 31, 1979 at a monthly rental of \$200.00.

Resolution Approving Sublease - Airborne Freight Corporation, Sublessor, and Aeronautics, Inc., Sublessee.

No. 79-0051

Airborne Freight Corporation, lessor of Plot 10A at San Francisco International Airport, desires to sublease an additional 1338.5 square feet of office space to Aeronautics Inc., whose business is Aircraft Sales, for a term ending December 31, 1979 at a monthly rental of \$910.00.

Mr. Heath explained that regarding Item (8), Code 3 Aviation was primarily an air freight forwarder and that regarding Item (9), Aeronautics, Inc. was in the business of sales of small aircraft.

\* \* \*

On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

Resolution Defining Succession in Absence of Director of Airport.

No. 79-0052

This resolution updates the line of succession in the absence of the Director of Airports.

\* \* \*



On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

Resolution Approving Expenditure of \$65,000 - Opening of North Terminal, Materials, Supplies and Services.

No. 79-0053

Resolution approving expenditure of \$65,000, authorized under Resolution No. 78-0257 for promotional material and other supplies and services in connection with the opening of the North Terminal.

Mr. Heath explained that this money was for events in connection with the opening of the North Terminal and the dedication: \$800 for enlargements of prints from the Airport's historical files; the printing of a new terminal guide, invitations, postage, and miscellaneous expense, including \$1,500 for a professional photographer.

Commissioner Fleishell asked what United was doing to promote the opening. Mr. Warren Hanson, Public Relations Officer, said that UAL and Host were both hosting various events.

Mr. Hanson said that United had budgeted \$171,000 in a market effort to publicize the opening through travel agents, promoting San Francisco as a destination. He said that included in those funds were a VIP cocktail party, publication of a limited brochure showing the United facility, three days of entertaining travel agents, two days of showing United's 11,000 families through the facility, as well as other promotional events.

Mr. Hanson displayed a mock-up of the proposed terminal guide showing the three terminals and their relationship to ground transportation. He suggested creation of a handicapped guide and compared it to the guide published by the Portland Airport.

Commissioner Fleishell asked if Mr. Hanson had seen the one published by Los Angeles International Airport, quoted the price, and said he thought that Mr. Hanson's figures were out of line; also, he said that the guide should include the information in several languages. He also questioned the \$1,500 for the photographer, saying he thought the work could be done for \$500. He thought the two proposed guides should be incorporated into one booklet.

Mr. Hanson said these services would be engaged through the City Purchaser.

Commissioner Fleishell said that he had talked to the Purchaser that morning who had assured him that the Commission could select and engage the person for the art work. He said that it need not be bid.

Mr. Garibaldi said that regarding concept and design, the artist could be hired directly; however, printing work must go to bid.

Commissioner Kadish said that the budget seemed unusually high and she questioned the printing of 300,000 copies of the data since it was principally concerned with the North Terminal and it was not known at this point what the facilities in the other terminals would be.

Mr. Hanson said that if one percent of the passengers picked up a brochure, the supply would be gone in six months.



Commissioner Fleishell questioned the price for the enlargement of 50 negatives.

Mr. Hanson said that it was planned to make 34 x 50 sepia prints mounted on masonite. He said that there are some 5,000 negatives dated back to 1927, and it was planned to blow fifty of them up and display them on easels. He said that the photographs would be used after the dedication. He noted that the easels were included in the price quoted.

Commissioner Fleishell asked if this item had to go to the Finance Committee of the Board of Supervisors. Mr. Hanson told him that it had already been approved at that level.

Commissioner Goosby suggested passing the resolution with the understanding that the cost figures would be explored for possible savings.

Mr. Hanson said that he would be in contact with Commissioner Fleishell for information as to his suggested suppliers.

\* \* \*

On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following amendment was unanimously adopted:

Bid Call for Airport Contract No. 1183, Overlay and Reconstruction - Runway 10L-28R Between Taxiways "E" and "N".

No. 79-0054

Resolution approving the final plans and specification and authorizing the Director of Airports to call for bids for Airport Contract No. 1183, Overlay and Reconstruction, Runway 10L-28R Between Taxiways "E" and "N".

The work in general consists of reconstructing and overlaying that portion of Runway 10L-28R between Taxiways "E" and "N" including the intersections with the north/south runways.

Construction time is 45 calendar days.

This work is not part of the expansion program.

This work is part of the Airport Development Aid Program (ADAP No. 9) for which the FAA will reimburse the City up to 75% of the cost.

\* \* \*







On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

Award of Contract No. 1157R, \$18,500, Replacement of Sewer Piping, South Terminal Crawl Space.

No. 79-0055

Resolution awarding Contract No. 1157R, Replacement of Sewer Piping, South Terminal Crawl Space, to Pat Kennelly Construction Co., P.O. Box 669, South San Francisco, CA 94080, in the total amount of \$18,500.00.

The purpose of this contract is to replace the broken sewer piping in the unexcavated area of the South Terminal Crawl Space.

Mr. Heath said that while above estimate, he recommended approval of this item, since any delay would mean an even more expensive contract in the future.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

Award of Contract No. 1171R, Enclosure for Unassigned Spaces, Boarding Area "H" & "I", \$48,884.00.

No. 79-0056

Resolution awarding Contract No. 1171R, Enclosure for Unassigned Spaces, Boarding Area "H" & "I" to J. M. Construction, 1175 Montgomery Avenue, San Bruno, CA 94066, in the total amount of \$48,884.00.

The purpose of this work is to provide for 12,400 square feet of prefabricated metal wall panels on metal frames to enclose about 28,200 square feet of space at the ground level of Boarding Area "H" & "I". United Airlines was to lease this space but during later evaluation they informed the Airport that they would not be able to utilize it at this time. Under these circumstances, it is necessary to enclose these unassigned areas for safety, security and maintenance reasons.

Mr. Heath said that the low bid received on this item was lower than the Engineer's estimate and he recommended approval.

\* \* \*



On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

Modification No. 48 (Debit), Airport Contract 1000, Ratifying Action of Director of Airports on Change Orders, Garage: Stage IV - Superstructure Addition, \$9,153.00.

No. 79-0057

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 114, 116 and 117, and requesting the Controller's certification of Modification No. 48 to Airport Contract No. 1000, in the total amount of \$9,153.00.

The work consists of providing refrigeration machine interlock and shutdown, interim testing of Cores E and F, secondary heating and chilled water piping, and adding smoke detectors in the Central Plant Control Room.

Modification No. 49 (Debit), Airport Contract No. 1000, Garage: Stage IV - Superstructure Addition, \$54,500.00.

No. 79-0058

Resolution approving and requesting the Controller's certification of Debit Modification No. 49 to Airport Contract No. 1000, in the total amount of \$54,500.

This modification provides elastomeric waterproofing on certain floor areas over electrical stations, garage offices and Central Plant.

Modification No. 12 (Debit), Airport Contract No. 1015, Ratifying Action of Director of Airports on Change Orders, Garage: Stage V - Final Modifications, \$8,159.00.

No. 79-0059

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 32 thru 36 and requesting the Controller's certification of Modification No. 12 to Airport Contract No. 1015, in the total amount of \$8,159.00.

This modification deletes metal insulation bands, installs louvered access doors, provides a new emergency generator panel-board, extends conduit and provides slab waterproofing.

\* \* \*



On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

Award of North Terminal Janitorial Contract,

No. 79-0060

Resolution awarding cleaning services contract for North Terminal Facility in the total amount of \$1,286,288.64 to Bekins Building Maintenance Company.

Mr. Heath said that seven bids had been received, with Bekin's being the low bidder. He said that the cost will be below the required 42 cents per square foot and he recommended approval.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

Resolution Setting Public Hearing Relative to Amendments to San Francisco International Airport - Schedule of Rates and Charges - Common Use Facilities.

No. 79-0061

This sets a public hearing for 2:30 p.m. on March 6, 1979 relative to the Schedule of Rates and Charges - Common Use Facilities:

Part I - Definitions

Part III - Aircraft Operations Charges

These amendments would subject all aircraft to an operations charge of \$1.03 per thousand pounds per landing with a minimum charge of \$25.00 per landing except in the case of scheduled air carriers who commit themselves to a minimum payment of not less than \$200.00 per month.

Mr. Heath said that it was his recommendation to conduct a public hearing at the March 6 Commission meeting, after which time, the airlines have 120 days to act.

Commissioner Kadish said that she thought it important that a specific time be set for the public hearing, for the convenience of witnesses.

Commissioner Fleishell asked Mr. Garibaldi if the segregation in this matter was constitutional.

Mr. Garibaldi replied that he thought it was done at other Airports.

\* \* \*



## Director's Reports:

Commissioner Kadish requested that all items but one be held over until the next Commission meeting.

### Luggage Cart Report

Mr. James Muelner, President of Smart Carte, was present to discuss his product. Mr. Muelner said that his company had been operating at 16 airports around the country. He said that eleven of those airports had escalators, and not one problem had been reported with the usage of escalators. He did recommend, however, that a bank of elevators be installed, although he said that his company could easily handle the baggage problems with the existing equipment.

Mr. Muelner said that in regard to cart construction, his company had been asked at various times to add different features to the cart.

He said that at various times, such things as brakes, serrated teeth and other changes to the original design had been made. Mr. Muelner, however, did not recommend any changes and said that the liability for such changes should be shared by the airport requesting the alterations.

Mr. Muelner said that his company carried adequate insurance, including a million dollar umbrella policy and a half million each category. He said that he also had signed a hold harmless clause in various airports. He said that his company provides whatever coverage is requested.

Commissioner Fleishell asked about the possibility of free carts in the foreign arrival area, with coins to be used in the domestic terminals.

Mr. Muelner said that various facilities had tried to provide free service but found it more fair to rent the carts in the customs area and allow passengers to use them freely throughout the facility.

Commissioner Kadish asked Mr. Muelner to leave the details of the hold harmless agreement with Mr. Heath.

\* \* \*

## Communications

Communications were discussed.

\* \* \*

## Introduction of New Business by Commissioners

Commissioner Fleishell displayed a name badge he had worn at a recent Federal Reserve luncheon and said it was the best he had seen and suggested the use of similar identification badges for the North Terminal opening.


\* \* \*





Adjournment:

There being no further business, the meeting adjourned to go into Executive Session at 5:50 p.m.

A handwritten signature in dark ink, appearing to read "Eric Craven". The signature is fluid and cursive, with the first name "Eric" and last name "Craven" clearly distinguishable.

Eric Craven  
Commission Secretary



# **SAN FRANCISCO AIRPORTS COMMISSION**



MAY 4 1979

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## **MINUTES**

Tuesday,

March 6, 1979

**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**

President

**MORRIS BERNSTEIN**

Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z. L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport**

**San Francisco, California 94128**



MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING

March 6, 1979

1. Call to Order:

The regular meeting of the Airports Commission was called to order at 2:35 p.m., in Room 282, City Hall, San Francisco, California.

\* \* \*

2. Roll Call:

Present: Commissioners Ruth S. Kadish, Morris Bernstein, William K. Coblentz\*, Z.L. Goosby, J. Edward Fleishell.

Absent: None.

\* \* \*

3. Pledge of Allegiance: Led by Commissioner Fleishell.

4. Adoption of Minutes:

On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was adopted by order of Commission President Kadish:

No. 79-0063 Adoption of Minutes of December 19, 1978; January 16 and February 20, 1979.

\* \* \*

5A. Secretary's Report on Items Passed in Commission Executive Session, February 20, 1979:

Mr. Eric Craven, Commission Secretary, reported on the Executive Session held after the regular meeting on February 20, 1979. The report is attached and included by reference.

\* \* \*

\*Commissioner Coblentz was absent between 4:13 and 4:20 for the vote on Item (7); he returned during the discussion on Item (9).



Mr. Craven announced that there would be an additional item, Item (15), on the agenda for this meeting.

Commission President Kadish said that this item had been added to this agenda for reasons of safety and was, therefore, acceptable for discussion. She said that only items important for safety would be accepted at the last minute.

\* \* \*

#### Calendar Items:

The following items were briefly discussed by the Commission:

(1) Supplemental Budget 1979-80, \$215,787.00

Resolution approving a supplemental budget in the total net amount of \$215,787.00. This resolution provides for the reorganization of the Business and Finance Division, deletion of request for contract guard service at Airport Field Security Checkpoints, restores the 24 Airport Police positions deleted in the original budget submission and adds 5 additional Airport Policemen to cover 1 additional checkpoint on a 24-hour basis, provides for the reclassification of one steamfitter supervisory position and adds funds for dictating equipment needed by Division Administrators.

(2) Supplemental Appropriation, \$30,325.00

Resolution requesting the Mayor to recommend to the Board of Supervisors a supplemental appropriation in the net amount of \$20,325.00 to provide funds for the reorganization of the Business and Finance Division. This supplemental reclassifies four existing positions and adds six new positions.

Commissioner Coblentz said that the items should be considered in Executive Session following the Commission meeting since they concerned personnel matters.

Commission President Kadish sought concurrence from the Commission and ordered the items to be considered in Executive Session.

\* \* \*





On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (3) Rejection of Bids, Airport Contract No. 1001, Air Traffic Control Tower.

No. 79-0064

On Thursday, February 5, 1979, the Airport received bids for the Air Traffic Control Tower, Contract No. 1001. The base bid results are listed below:

Cahill Construction Co.	\$ 8,175,215.00
Dan Caputo Company	9,545,980.00
Titan Pacific	10,013,550.00
Homer J. Olsen, Inc.	10,930,490.00

Subsequent to the bid opening, Cahill Construction, the apparent low bidder, advised the Airport that an irregularity existed in their bid that they did not become aware of until after the bid opening and for that reason they wish to withdraw their bid.

The next lowest bid in the amount of \$9,545,980.00 submitted by Dan Caputo Co. is 50% over the Airport's budget of \$6,350,000.00, which includes a \$400,000.00 construction contingency.

Business and Finance has reviewed the remaining bond funds and has determined that no additional funding could be diverted to the Control Tower project.

Director of Airports Richard Heath said that his recommendation was that the Commission should reject all bids received for the Air Traffic Control Tower and that the Commission should instruct the staff to proceed with alternate plans.

Mr. Heath said that the engineer's estimate for this project had been \$7,300,000. He said that Cahill Construction had been the apparent low bidder at \$8,175,215 but had notified staff that they had made an error and requested that an additional \$200,000 be added to the bid price. He said that the City Attorney had said that this was not possible. Mr. Heath said that the bid was then withdrawn. He said that the second low bidder, Dan Caputo Company, came in at \$9,545,980. Mr. Heath said that since the bids were so far above budget, he had instructed the staff to develop various alternatives, such as reducing the cost of the Tower, exploring different locations, etc.

Mr. Heath gave a short review of the history of the Control Tower. He said that the first action taken was in 1968 when the FAA selected the site above the new Garage and Congress passed special legislation allowing \$2.1 million for this project. He said that in January, 1973, the Airports Commission approved the site of the new Control Tower to be placed in the center of the new Garage. Mr. Heath said that program requirements were requested by San Francisco Airport Architects in November, 1974, and authorization was received to proceed with the schematic drawings in January, 1975. He said that the schematics were



submitted in May, 1975; certain revisions were requested and revised schematics were submitted in January, 1976. He said that other revisions were requested, and a second revision was submitted to the Commission in February, 1977 with an estimated cost of \$5,950,000.00. He said that the plans were approved by the FAA and the preliminary plans submitted by the San Francisco Airport Architects in September, 1977, at the same budget cost; these were approved by the Commission. He said that following that, final plans were approved, and the bids came in in February, 1979. Mr. Heath said that this project goes back a long time, and previous Commissions have taken many actions concerning it. He said that now it has become a structure that would cost between 9.5 and 10.5 million dollars. Mr. Heath said that in addition, there would be another million dollars in cost added for changing the electronic cables from the present area on top of the Central Terminal building to the proposed new location.

Mr. Heath said that Gensler & Associates had been asked to develop an alternative plan for the new Tower on top of the Central Terminal. He said that the architects had devised a plan which would use the foundation structure presently planned and incorporated into the Central Terminal; the new proposed Tower would begin at the roof of the Central Terminal building, rather than at ground level, and would be a more rigid and cheaper structure. Mr. Heath said that Gensler & Associates have assured the staff that this plan can be built for \$5 million dollars, so they were asked to proceed with the project and it will be brought back to the Commission for final approval at a later date. He said that the FAA has basically approved the plan.

Commissioner Fleishell asked what the Airport's legal position was in regard to the Airport Architects, who did the previous drawings, and if this was a continuing obligation.

Mr. Heath told Commissioner Fleishell that there was no obligation.

Mr. Donald Garibaldi, Airports General Counsel, agreed that there was no obligation; he said that the money had already been paid to Airport Architects for the work they had done up to the present time.

Commissioner Goosby asked if this project would interfere with any of the other plans for the Central Terminal, or was it just an addition.

Mr. Heath said that it would not interfere with other plans for the Central Terminal, as it was an addition.

Commissioner Kadish said that the FAA would require some 2000 square feet of support facilities but that the FAA's space would come out of the planned Airport office space. She said that the Airport's office space would be made up in the connector between the two terminals and asked if locating that 2000 square feet in that location would increase the cost of the connector.



Mr. Heath said that there would be an increase in the cost of the connector but that Gensler & Associates thought that the 5 million dollars would cover both the Tower and the connector space. Mr. Heath said that when preliminary drawings are completed, Gensler will arrive at an exact figure. He said that part of the planning for the Central Terminal will now involve an exploration of where the FAA offices should most reasonably be located, and where the Airport offices will be.

Commissioner Kadish remarked that Gensler had come in within budget before, and asked if the 5 million dollars was a sound estimate.

Mr. Heath said that he had asked Gensler to come up with a figure in which they had complete confidence; they produced the 5 million dollar figure.

Commissioner Goosby asked if the Federal Government would still put up 2 million dollars.

Mr. Heath said that they would still put up that amount. He said that he had asked the FAA if the amount could be increased, but was told that it could be only by an act of Congress, since the original money had been appropriated by an act of Congress.

Mr. Jan Blais, Chairman of the Airlines Policy Committee, spoke briefly, saying that he was pleased to report that the airline group supported the move of the Central Tower back to the Central Terminal.

Commissioner Kadish, speaking for the whole Commission, said that she was pleased to hear that the airlines were pleased.

Commissioner Kadish said in conjunction with any move, the staff should begin planning for uses of the large circular space in the Garage where it was originally contemplated that the Control Tower would be placed. She said that plans must be made for proper utilization of that space, such as providing additional service for the public, and asked if anything had been started on this.

Mr. Heath said that at the senior staff meeting he had instructed Jason Yuen, Director of the Bureau of Terminal Construction, and Lou Turpen, Deputy Director for Operations and Maintenance, to begin an exploration of various possibilities. Mr. Heath said that since the Control Tower would no longer be there, it would not be necessary to have piles driven, so ground space would be available as open space, or utilization for some structure. Mr. Heath said that, additionally, the space for the BART trace under the Garage might be used. Mr. Heath said that the staff was looking to see what alternatives this change of location for the Tower might mean for the Airport.

Commissioner Kadish said that it was necessary to make plans before the last section of the Garage was constructed.

Mr. Heath said that, unfortunately, that section is already locked in and there would be no way to change that section of the Garage without a great deal of destruction of already completed areas.

\* \* \*



On motion of Commissioner Coblenz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (4) Resolution Approving Sublease - United Air Lines, Inc., Sublessor, and Hoyt, Shepston, Inc., Sublessee.

No. 79-0065                      United Air Lines, Inc., Lessor of Plot 6 at San Francisco International Airport, desires to sublease 925 square feet of office space to Hoyt, Shepston, Inc., whose business is Customs Brokers, for a term ending December 31, 1982 at a monthly rental of \$462.50.

Mr. Heath said that United Airlines had asked permission to sublease some office space to Hoyt, Shepston. He said that the request had been reviewed by staff and himself, and approval was recommended.

Commissioner Kadish asked if the payment would be less than the full rate, as UAL was the prime lessee.

Mr. Heath said that payment would be at the full rate.

\*                      \*                      \*

On motion of Commissioner Coblenz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (5) Resolution Approving Station/Ramp Service Agreement, American Airlines, Inc. to Swift Aire Lines.

No. 79-0066                      American Airlines, Inc. lessor of certain office, ticket counter, and baggage handling space in the South Terminal Building desires to rent 4.5 linear feet of its ticket counter to and perform related services for Swift Aire Lines, whose business is passenger transport for a term commencing May 12, 1977 until cancelled by either party or by the Director of Airports at a monthly rental of \$10.00 per arrival and departure.

Mr. Heath explained that American proposed to formally lease ticket counter space to Swift Aire; Swift Aire has been using that portion of space since May, 1977, and this resolution was intended to clear up this administrative matter. Mr. Heath recommended approval.

Commissioner Goosby asked if Swift Aire would still pay the Airport landing fees.

Mr. Heath replied they would.

\*                      \*                      \*







On motion of Commissioner Coblenz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (6) Award of Contract No. 1149R, \$47,530.00, Relocation and Installation of Taxiway Guidance Signs.

No. 79-0067                      Resolution awarding Contract No. 1149R, Relocation and Installation of Taxiway Guidance Signs, in the total amount of \$47,530.00 to Coast Electric Company.

The work consists of the installation of six lighted signs, one unlighted sign and a set of two taxiway entrance-exit lights and the relocation of two taxiway guidance signs.

Bid received on February 22, 1979:

Coast Electric Company                      \$47,530.00

Construction time is 90 calendar days.

This work is not part of the Expansion Program.

This work is part of the Airport Development Aid Program (ADAP No. 3) for which the FAA will reimburse the City.

Mr. Heath said that this project had been worked out with the FAA. He said that only one bid had been received, which was lower than the engineer's estimate. Mr. Heath recommended approval, and stated that the FAA concurred.

Commissioner Fleishell asked why only one bid had been received.

Mr. Heath explained that there was so much construction going on in the Bay Area that electrical contractors were not interested in small jobs. He said that the Airport had had the same problem on similar construction projects. He said the projects had been widely advertised but responses were lacking. Mr. Heath said that through staff contacts with other agencies engaged in construction around the area, it had been found that others had the same lack of response.

Commissioner Kadish said that more aggressive seeking out of prospective bidders was needed.

Commissioner Goosby said that he could not believe that there was so much bidding going on. He said that he thought it was the way staff went about contacting contractors, especially minority contractors, allowing only a minimum of lead time. Commissioner Goosby said that the old way couldn't be continued. He said that contacts must be made differently.

Commissioner Kadish said that the Commission may have to adopt a policy that unless there is a minimum of three bidders, the bids won't be considered. She said that she agreed that contacts with contractors must be made in a different way.

Mr. Heath said that a policy of advertising contracts in all minority newspapers in the Bay Area has been started.



Commissioner Goosby said that he was not interested in only minority involvement. He said that in the future, the staff must not only just advertise, they must go out and visit the contractors and do more than simply advertise.

Mr. Heath said that if the Airport is going to undertake a program of sending staff people out to contact contractors, more staff would be needed.

Commissioner Goosby said that if there was a commitment to do this contact work, people could be found to do it.

Mr. Heath said that it would be necessary to determine what kind of staff would be needed as extra staff would be required to contact forty to fifty contractors. He said that it would be impossible to do with the present staff; if the Commission wanted these contacts made and wanted to devote the resources to make them, staff would develop the cost figures involved.

\* \* \*

#### Old Business:

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

#### A. North Terminal - United Air Lines Lease

No. 79-0068

This lease, which will be used as a standard for other airlines insofar as feasible, will cover the space to be occupied by United Air Lines in the North Terminal Building and Boarding Area F and Connector.

United is the major tenant in the North Terminal and will be leasing 314,078 square feet of area at initial total annual rental of \$4,033,467.05. The lease provides for annual negotiation of rental rates if desired by either party.

The lease term is twenty-five years with provision for either party to extend the term by five years.

After approval by the Airports Commission, the lease must also be approved by the Board of Supervisors.

Mr. Heath made the recommendation that the Commission approve this lease and move forward with it. He then introduced Mr. Wallace Wortman, Director of Properties, Real Estate Department, City and County of San Francisco.

Mr. Wortman said that he understood he was asked by the Commission to review the United lease, to determine the fair market value of the space. Mr. Wortman distributed information he had prepared entitled "North Terminal Projected Income and Expense Estimates Sheet" and discussed it in some detail with the Commission.



Mr. Wortman said that to determine the fair market value of the North Terminal would be very difficult and he had not attempted to do that. He said that he had taken the construction cost and a conservative land value of \$10 per foot to produce a total value of \$67,905,000.00. Mr. Wortman figured a net income of \$2,510,800 and debt service of \$64,050,000 at a 7.37 percent bond interest rate. He said that he had been informed by Airports staff that the rental rates are set at the same level for all the terminals, and that had been the policy throughout the years for a number of reasons. He said that he was sure there were a number of explanations for the policy, but analysis of that was beyond what he was supposed to investigate. Mr. Wortman said that for institutional buildings it was difficult to determine a fair market value.

Mr. Wortman said that in looking over the lease, he found that the terminology on pages 4 and 5 were general in nature; if it came to a dispute with the airlines as to the intent of page 4, item 3, he thought that there could be problems. He understood that the intent of the wording was to give flexibility but he said that it might be misinterpreted. Mr. Wortman said that, in addition, the terminology in the first full paragraph on page 5 was ambiguous. He said that the language was general and could lead to misunderstandings in attempting to determine what was a "reasonable rate". Mr. Wortman said that while the airlines with major interests in a facility would be willing to work closely with the Airports Commission, it might be possible that there would be a problem with one carrier who did not have a major investment and who could then hold up rental rates already approved by others. Mr. Wortman said that this could be a problem area. He emphasized that he was not an expert on Airport operations, but was looking at the lease from a real estate point of view.

Commissioner Kadish asked if Mr. Wortman could make specific recommendations on tightening up the two phrases.

Mr. Wortman said that on page 4, if the intent is to continue to increase the rates, perhaps it should be stated that the rates apply for each year.

Commissioner Coblenz said that it seemed to him that if the Commission approved the document, the City Attorney and Mr. Wortman should work out the language.

Commissioner Bernstein asked Mr. Wortman if the figures were prepared in Mr. Wortman's office.

Mr. Wortman said that they were prepared in his office with assistance from the Airport Accounting Office.

Commissioner Bernstein said that the North Terminal was approximately 1,056,530 square feet and that UAL had some 300,000 square feet and Mr. Wortman had said that UAL had 314,078 square feet. Commissioner Bernstein said that if the figures were to be that precise, shouldn't UAL be charged with just 8 percent of the expenses and costs.

Mr. Wortman said that he had looked at the North Terminal in its entirety, but with an eye toward charging the same rental for all airlines. He said that he assumed that any agreement with United would be essentially duplicated with the other airlines.



Commissioner Bernstein said that after airline space is allocated, there is a 700,000 square foot common area in the North Terminal.

Mr. Wortman said that the way the costs had been projected, each airline would be required to pay for its share of the public area, either through its rental agreement or through the landing fees.

Commissioner Bernstein questioned Mr. Wortman's figures, saying that there was a projected \$2 million for supplies and expenses and \$3 million for personnel.

Mr. Wortman said that these figures had come from the budget for the area.

Mr. Matthew Ashe of the Real Estate Department at the Airport said that these figures had been supplied by Airport Accounting. He said that the costs were for the 180 new personnel hired for the North Terminal, materials for carpet cleaning and maintenance, janitorial, window washing, etc.

Mr. Heath said that it seemed that, unintentionally, there was a very bad distortion of figures, relating to the operation of the North Terminal. He said that expenses were being compared to rent, while landing fees received were not included in the \$11 million income figure; if the landing fees were included, it would be shown that debt service is covered three times over. Mr. Heath said that the cost of the building was \$67,905,000, and there was a projected income of \$11 million. Mr. Heath said that if he had \$67 million to invest and could invest it with a return of some 20 percent, he would not hesitate to do so.

Mr. Wortman replied that the landing fees had not been included, because he had only been looking at construction and occupancy. Mr. Wortman said that his measures were not a true measure of return because of landing fees. He said that he was looking solely at the lease, and realized that the landing fees were a major factor in offsetting costs.

Commissioner Coblentz agreed.

Commissioner Kadish said that Mr. Wortman had made two points: there were other sources of income, not only the tenants' rent contemplated but other related incomes, such as from the Garage; also that the Airport was one unit, and the North Terminal was one part of that unit.

Mr. Wortman commented that the airlines in the North Terminal were to be charged the same rents as airlines in other terminals. He felt that he could argue the disadvantages of this, but it appeared to be a policy which Airport management had found satisfactory for the years.

Mr. George Agnost, City Attorney, said that he was concerned about the lease strictly from the standpoint of the legalities of such a lease on a structure costing \$64 million, with land appraised at \$10 a square foot. He said that after deducting the cost of servicing the building, income was 6 percent of the cost of the structure. He said that there would be a \$2.8 million deficit because of the payments on the bonds. Mr. Agnost said that he questioned whether the Airport was renting public property for a fair and reasonable rental. Mr. Agnost asked that the Commission go into Executive Session to consider this matter.







Commissioner Coblentz questioned the necessity for the Executive Session regarding the lease. He said that while realizing the Airport was in the process of litigation with the airlines, he felt that a session regarding this subject was not appropriate under the Brown Act.

Mr. Agnost said that he was requesting the Executive Session because this airlines was presenting a claim, yet we're asked to negotiate a lease. Mr. Agnost felt that the Commissioners should be informed as to their legal exposure.

Commissioner Kadish said that the Commission had made a point of not discussing anything in Executive Session that could or should be discussed in open session.

Commissioner Coblentz suggested that the Commission go into a short Executive Session and then return immediately to continue the meeting.

Mr. Heath said that it seemed to him that, in this kind of financial discussion, if there was agreement on expenses, there should be agreement on amount of income. He said that Mr. Agnost was apparently talking about \$8 or \$9 million in expenses with \$19 million income to cover amortization, etc. Mr. Heath said that the bond interests costs were covered twice over. Mr. Heath said that the airlines understood the situation and had agreed to a policy of paying equal rental rates because there was no way that all airlines would always have occupancy of exactly the same kind of space. Mr. Heath said that United had been utilizing the Central Terminal since it was built in 1954; other airlines in the South Terminal, which was built in 1963, have paid the same rental rates. He said that now that United is moving into a new terminal, in all fairness, they should still pay the same rate. He said that the airlines have all agreed to this policy, and the airlines pay the expenses. He said that this building has an income of \$19 million, \$8 million in costs, so there is a least a \$10 million profit to cover debt service of about \$5 million.

Commissioner Kadish said that the concern of this Commission was that the total income from landing fees, concessions, rentals, etc., be sufficient to cover all operating costs and expenses.

Commission President Kadish recessed the meeting to go into Executive Session at 3:28 p.m.

\* \* \*

The Commission reconvened at 4:01 p.m.

Commissioner Kadish said the discussion of the United Airlines lease would continue.

At this point, Commissioner Coblentz made the motion for approval of the lease with the stipulation that the City Attorney's Office, Mr. Wortman and Mr. Heath review the lease, in accordance with the suggestions made by Mr. Wortman. The motion was seconded by Commissioner Fleishell.



Commissioner Goosby said that if there was any ambiguity about control of the rents, it should be clarified.

Mr. Heath assured the Commission that the lease would be checked and the provision maintained that when rental rates were raised, the rents for all airlines would be raised simultaneously.

Commissioner Goosby said that he appreciated the fact that United Airlines had been in communication with the Human Rights Commission and had approved an understanding. He asked that the Commission officially recognize Human Rights and United for entering into "good faith" negotiations. Commissioner Goosby asked Mr. Garibaldi if, in the meaning of the lease and regarding communications between UAL and the Human Rights Commission, if the Human Rights Commission would perhaps expect another resolution approved by the Commission to further allow them to implement administrative negotiations in preparation for other leases.

Mr. Garibaldi said that any guidelines passed by the Human Rights Commission applicable to United would be applicable to other airlines.

Mr. Jan Blais made some brief remarks, saying that the airlines were looking forward to the Commission following through with the recommendation of the Director in approving the lease, and also to a speedy passage of the document through the Board of Supervisors. Mr. Blais said that his company stood ready to provide any needed additional information.

Mr. Blais said that April 22 was the opening date for the new terminal, and United needed the protection of the document to open in the new terminal. He felt that the Commission's action was a step in the right direction.

Mr. Blais said that in regard to the language of the lease on pages 4 and 5, it had been negotiated with Airport staff, City Attorney, United and the other airlines. He felt that this lease was a precedent-setting document, which had been approved by all of the airlines, and all ambiguities should be cleared up. He said that he was ready to discuss the matter with staff, either at this meeting or later.

Commissioner Coblenz said that his motion authorized the staff and City Attorney to meet with United and work out the wording.

Mr. Blais said that the question had been raised about the responsiveness of his company to future airlines coming into the City and to incumbent airlines which needed more space. Mr. Blais said that United was willing to sublease three of their gates to National Airlines and would share boarding areas with other carriers across the board. Mr. Blais said that United was already working with Mr. Heath and staff on these problems. He assured the Commission that United was not unmindful of the needs of other carriers.

Commissioner Bernstein asked about the curtailing of flights, specifically if it was likely to happen at San Francisco due to the lack of fuel. Mr. Blais said that this matter was beyond his area of responsibility but he doubted that curtailment at San Francisco because this is one of the best markets.



Mr. Blais said that United's and other airlines' leases were the main security for revenues. He said that while landing fee agreements were part of the package, a lease says the airline is going to be at the Airport for years. He said that the lease is the real security for the City, even beyond the landing fee agreement.

Mr. Richard Mooney, Vice President for Properties and Facilities for Continental Airlines, spoke to the Commission. Mr. Mooney said that Continental had been looking forward to and supporting the efforts of the airlines in working with Airport staff for the development of a program of improvements at the Airport, and the subsequent lease document. He said that Continental had supported everything that had gone forth to date.

Mr. Mooney said that he had some degree of concern relative to the availability and accommodation of future airlines and opportunities for expansion by incumbent airlines, that is, how they would be accommodated in the future. He was afraid that there might develop a situation in which the Airport would not be looked on as a whole and the South Terminal would be looked on as the only area in which to provide accommodations for all new carriers and expansion of service for incumbent carriers. Mr. Mooney said that if this had been the case, if there had not been even-handed treatment of all airlines, his feelings would be somewhat different. However, Mr. Mooney said that he had discussed the matter with Mr. Heath and had had the opportunity to talk to Mr. Blais of United and the same feeling and intention to be cooperative had been expressed. He said that to that extent, Continental was in a position to support this agreement, but emphasized the need for equitable treatment of all airlines. Mr. Mooney said that Continental had been serving San Francisco for about ten years, but still did not have its own gate position and had to share with other airlines at the other airlines' discretion. He felt that this was a tenuous situation and he hoped to find a home for Continental. He had been concerned that the program would not go forward due to lack of funds but was glad to find that it would proceed, and hoped to be in a position to execute an agreement with the Airports Commission on essentially the same terms and conditions which had been offered to United. Mr. Mooney expressed the hope that the Commission and the airlines could work together in the future for a reasonable program, for periodic adjustment of space as demands required. He said that was important to offer the opportunity to provide good and competitive service. Mr. Mooney said that Continental intends, under deregulation, to provide additional service to San Francisco and had waited for a considerable period of time for accommodations, but had been assured by Mr. Heath that they would be treated in an evenhanded manner. On this basis, Mr. Mooney said that Continental could support the agreement.

\* \* \*





Calendar Items (continued)

On motion of Commissioner Fleishell, seconded by Commissioner Bernstein the following resolution was unanimously adopted\*:

- (7) Completion of Professional Services Agreement, Heidrick and Stuggles, Inc.

No. 79-0069                      Resolution requesting approval to extend completion date of contract, a debit modification of \$23.65, accepting the work as satisfactorily completed and authorizing final payment in the amount of \$7,757.04.

Mr. Heath said that this was the final payment for the executive search which led by the discovery of Mr. Lou Turpen, the new Deputy Director for Operations and Maintenance.

\*                      \*                      \*

On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (8) Approval of Claims Settlement

No. 79-0070                      Resolution requesting approval of claims settled during the months of November, December, 1978; January and February, 1979.

Mr. Heath said that a number of claims had arisen and settlements had been negotiated by the City Attorney. Mr. Heath said that he had reviewed these matters and recommended payment.

Commissioner Goosby asked if there was insurance to cover settlements of this sort.

Mr. Heath said that the Airport was self-insured but that there was an annual appropriation to cover these items.

\*                      \*                      \*

\*Commissioner Coblentz left during the discussion of Item (7) and was absent between 4:13 and 4:20, missing the vote on Items (7) and (8).





On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted\*:

(9) Modification No. 8, Shuttle Bus Agreement.

No. 79-0071	Resolution approving adjustment in hourly rates paid for operation of Shuttle Bus Service at San Francisco International Airport, due to increase in hourly wage rate, pension, and FICA tax rate in 1979, and provides for repainting of two buses.
-------------	--

Commissioner Goosby asked when the agreement would expire. Mr. Pete Singer, Deputy Director for Business and Finance, told the Commission that the agreement would end in about three years. He said that the agreement was for service provided and included personnel and equipment expenses. He said that the contract had been awarded by the City Purchaser.

Commissioner Goosby asked if it was awarded as a concession or as a management contract.

Mr. Singer said that there was no revenue produced by the buses and it was a service agreement.

Commissioner Fleishell asked why this Airport provided the service for free, when all other airports charged for it. He said that he considered this a classic example of giving away a couple of million dollars in the midst of financial crisis.

Mr. Heath said that some airports charged and some do not.

Mr. Singer agreed, saying Los Angeles no longer charges for shuttle bus service.

Commissioner Kadish said that this was a matter that could be considered when the agreement came up for renewal.

Mr. Heath said that it was not locked in, if the contractors agreed to a change.

Commissioner Goosby said that he thought the City should make money on it. He said that the total cost was a million dollars and there was a rate increase requested. He said that the Airport was paying this person \$1,013,000 for the year to provide suitable service from the parking lots and between the terminal buildings.

Mr. Heath said that this provides the service and pays the cost of running the operation.

Commissioner Kadish said that over the past two years, there had been a great desire to move drivers from the Garage to the outlying parking spaces. She said that as the Garage is completed, there may not be that need, so it may not be wise to continue this as a free service; but until the Garage is completely operable, the same service should be provided.

\*Commissioner Coblenz returned during discussion of this item and did participate in the voting thereon.



Mr. Singer said that all of the employees will now be parked in Lot D, and will be served by the shuttle bus. He said that at the time the contract was entered into, some employee parking lots which are now closed were in use.

Commissioner Kadish asked if there was a fee attached, would it fall on the employees.

Mr. Heath said that it would.

Commissioner Goosby said that most of the passengers were travelers.

Mr. Heath said that staff was in the process of developing a ground transportation plan and this service must be part of that plan. He said that the resolution under consideration must be approved to provide the service, but other questions could be worked out in the future.

Commissioner Goosby asked if the Commission controlled the management fee.

Mr. Singer said that this had been awarded as the low bid.

Commissioner Goosby asked if it had to go through the City Purchaser.

Mr. Singer said that it could be handled by staff in the future, if that was desired.

Commissioner Bernstein said that this was a part of ground transportation and should be handled as such.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

- (10) Modification No. 50 (Debit), Airport Contract No. 1000, Garage: State IV - Superstructure Addition, \$18,930.00.

No. 79-0072      Resolution approving and requesting the Controller's certification of Debit Modification No. 50 to Airport Contract No. 100, in the total debit amount of \$18,930.00.

The contractor for this project is Robert E. McKee, Inc.

This modification removes a duct coupling and relocates electrical conduits and wiring, etc. found during Contract 650C underground exhaust fan EF-1 air duct construction in the lower loop road in front of the North Terminal.

Original amount of contract	\$50,414,395.00
Previous modifications	2,135,063.00
Revised amount of contract to date	\$52,549,458.00
Modification No. 50 (Debit)	18,930.00
Revised amount of contract	\$52,568,388.00

This contract is part of the Airport Expansion Program.



- (11) Modification No. 1 (Debit), Airport Contract No. 1114, Landscaping and Street Furniture, North Terminal, \$5,000.00

No. 79-0073

Resolution approving and ratifying the action of the Director of Airports in approving Change Order No. 1114-2 in accordance with Airports Commission Resolution No. 70-0044 and requesting the Controller's certification of Debit Modification No. 2 in the amount of \$5,000.00. The contractor for this work is A & J Shooter and Associates.

This modification provides for repair of leakage from existing irrigation lines adjacent to the Parking Garage.

Original amount of contract	\$129,769.00
Modification No. 1 (Credit)	(1,351.56)
Modification No. 2 (Debit)	5,000.00
Revised amount of contract	\$133,417.44

This contract is part of the Airport Expansion Program.

Mr. Heath explained that Item (10) was to cover various modifications to the Garage contract, resulting in a debit of roughly \$19,000 and Item (11) was a modification to the Landscaping and Street Furniture Contract and would not exceed \$5,000. He recommended approval of both items.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (12) Resolution Setting March 20, 1979 as Date for Public Hearing - San Francisco International Airport Schedule of Rates and Charges - Common Use Facilities.

No. 79-0074

Resolution Setting March 20, 1979 as Date for Public Hearing - San Francisco International Airport Schedule of Rates and Charges - Common Use Facilities.

Commissioner Kadish ordered that the hearing be set for 2:30 p.m. as the first item on the agenda for that meeting.

Mr. Heath said that everyone would be asked to submit written statements and to limit speeches to three minutes each.

\* \* \*



On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (13) Tenant Improvement: United Airlines Maintenance Operations Center, Building 68 Electrical Revisions, \$60,000.00.

No. 79-0075

Resolution approving the final plans and specifications submitted by United Airlines showing revisions to the electrical supply for their warehouse, Building 68, at the Maintenance Operations Center.

The work consists of replacing a portion of the electrical power feeder to the building and installing a diesel power generator as an alternate power source.

The work will be done by United Airlines at their own and sole expense and without rental credit. The estimated cost is \$60,000.00.

This project is not part of the Airports Expansion Program.

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was placed before the Commission; subsequently the mover of the motion withdrew his action:

- (14) Waiver of Landing Fees for Charles Willis Company.

Resolution waiving Landing Fees for aircraft of the Charles Willis Company under charter to the Governmental committee for European Migration. The Willis Company has been contracted by the United Nations for the movement of approximately 20,000 Vietnamese refugees from Kuala Lumpur, Malasia to San Francisco.

Mr. Heath said that this item came in too late for him to review and be in a position to make a recommendation, but it had to be considered prior to March 13. Mr. Heath said that the City Attorney had advised him that landing fees could not be waived, as it would be a gift of public funds. He would recommend against the waiving of fees.

Mr. Arn Shonberger, representative of Charges Willis Company, spoke saying that he understood the matter was beyond the Commission's authority. He said that this project was operated by the State Department for misplaced persons, and Mr. Willis was operating on a break-even basis with no profit.

Commissioner Coblentz said that the City Attorney could not be overruled, and the Commission could not and should not act in contravention to that opinion. Commissioner Coblentz withdrew his motion.

\* \* \*





On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (16) FAA ADAP Project No. 6-06-0221-09, Amendment No. 2  
to Grant Agreement

No. 79-0076                      This resolution would authorize an increase in the scope of work to cover additional costs for grooving of the runway.

Mr. Heath said that it was proposed to groove for safety. He said that while technical tests have never indicated any problem on the runway, there have been complaints of pilots with braking problems. He said that staff felt the grooving should be done as soon as possible, and the FAA has agreed to modify the ADAP agreement so the work can be done.

\*                      \*                      \*

#### . Directors Reports

- D. Retirement Resolutions for Angelo Bernardi and Grover C. Vinette

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution were unanimously adopted:

Retirement Resolution for Angelo Bernnardi

No. 79-0071                      Resolution expressing best wishes to Mr. Bernardi on his retirement.

Retirement Rsolution for Grover C. Vinette

No. 79-0078                      Resolution expressing best wishes to Mr. Vinette on his retirement.

Commissioner Kadish said that these employees had long served the Airport and it was a pleasure for the Commission to approve these resolutions.

\*                      \*                      \*

- C. Luggage Cart Report

Commissioner Coblentz asked, in view of the lateness of the hour, that all further business be put over until another meeting.

Mr. Heath said that two representatives of Smarte Carte had come from long distances to this meeting and asked that their report be heard.

Commissioner Goosby remarked that there was also a German made cart available for airport use.

Mr. Heath said one of the problems had been that the Airport is escalator-oriented and he had raised the question of Smarte Carte in regard to insurance with "hold harmless" clauses for



escalator accidents. He said that the company had indicated that they would provide such insurance. Mr. Heath said that his recommendation was to bid for a cart system and have the staff write the specifications.

Mr. James Muelner of Smarte Carte said that he had been at the last meeting and wanted to confirm what he had said at that time. He said that his company was specialized with a ten-year record of successful operation in air terminals. Mr. Muelner said that with his experience, it would be a good many years before any other company could provide the same type of service that he provided. He said that the insurance the Airport had been concerned about would be provided: he was prepared to install a luggage cart system with insurance coverage which would ensure security for the Airport. He said that in regard to the German cart that Commissioner Goosby had mentioned, Smarte Carte also made that type of carts, as they manufactured various designs; however, Mr. Muelner felt that his cart was the safest and simplest. He said that Smarte Carte has a usage area of 75% of their cart, while while the German cart has only about a 50 percent usage area. He said that the German cart is 60 percent larger, and more difficult to handle and maneuver, especially on the escalators. He said that they have more mechanical devices, but it was important not to go beyond the average person's mechanical aptitude.

Mr. Muelner introduced Mr. Lennon, West Coast Manager of Smarte Carte, who had operated the Los Angeles International Airport system for the past eight years.

Mr. Lennon said that he had become involved in the system in Los Angeles and stayed involved because he believed in the system. Mr. Lennon said that he believed Airport staff had received some letters from LAX on this subject. He said that Los Angeles had been quite stringent in its requirements for carts. He pointed out that Los Angeles airport has many escalators, but had not made an issue of problems with carts on escalators; they had chosen to ignore it and there had never been a problem in the years he had operated the system. He said that there had never been a claim by any passenger for injury with Smarte Cartes at Los Angeles.

Mr. Lennon said that the German cart rode less than two inches off the floor and is four feet long. He said that in order to catch the steps of the escalator, and have firm support, it was necessary to recess a wheel, which is just one of the problems with that cart; also, since it is so low, it can damage the carpeting. Mr. Lennon said that carts are needed for passenger convenience, and Smarte Carte stands ready to provide that service. He said that his company was the largest and only company available to install the service to satisfy all requirements immediately.

Commissioner Goosby asked if the service was free at Los Angeles.

Mr. Lennon said there was a \$1.00 charge, with a .25¢ refund.

Commissioner Bernstein asked where and how the carts were returned.



Mr. Muelner said that return sites were provided all over the airport: on parking lots, piers, etc. He said that when a cart was returned, the mechanism automatically kicks out the quarter refund.

Commissioner Kadish asked if this refund was the incentive devised for return.

Mr. Muelner said that with free carts, there was a problem with children playing with them, but there was no problem with systems that had a refund because people would place carts in a stand in order to receive the refund.

Commissioner Kadish said that the Commission would take the matter under consideration and advise Mr. Muelner.

\* \* \*

A. CAB and FAA Reaction to Airports Commission's New Carrier Policy.

Mr. Heath said that he had received a letter the day before from the Federal Aviation Administration regarding the Interim Policy adopted by the Commission, and suggested putting any discussion over until the next meeting.

Mr. Chris Brittle of Metropolitan Transportation Commission (MTC) was present and said that he wished to make a statement.

Mr. Brittle said he had a recommendation and a comment on the letter from the CAB. He said that his committee was considering a resolution which essentially supported the Commission's Interim Policy resolution and was very upset by the response from the CAB. He said that the letter had been discussed by his committee. He said that MTC felt that the CAB should find the Airport's new policy consistent with the National Environmental Protection Act, and Mr. Brittle offered two suggestions to pursue as future strategy: in regard to the CAB's concern regarding discrimination against new carriers, the Commission might want to review requests from incumbent airlines who are seeking new routes, which would eliminate that element of discrimination; and the CAB did leave open the possibility of considering a total operational quota for the Airport. Mr. Brittle suggested setting a quota, and letting the airlines themselves work out the schedules. Mr. Brittle said that he had more complete information on the two suggestions which he would give to the Airport staff. He said that MTC intended to support the Commission and to send a letter indicating that to the CAB.

\* \* \*



B. ATA Recommendations for Rulemaking

This item was not discussed.

\* \* \*

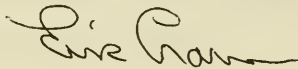
8. Introduction of New Business by Commissioners

No new business was introduced.

\* \* \*

9. Adjournment

There being no further business before the Commission, it adjourned at 4:46 p.m. to go into Executive Session.



Eric Craven  
Commission Secretary





Secretary's Announcement of Actions Taken by the  
Airports Commission in Executive Session on February 20, 1979

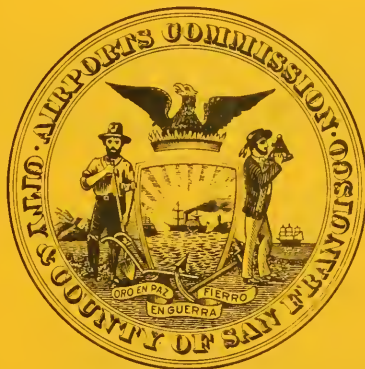
Read to the Airports Commission Meeting on March 6, 1979.

IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54957.1 OF THE BROWN ACT, I AM REPORTING ON THE ACTION TAKEN BY THE AIRPORTS COMMISSION IN EXECUTIVE SESSION ON FEBRUARY 20, 1979. THE ACTION AND ROLL CALL OF THE VOTE THERON WAS AS FOLLOWS:

SETTLEMENT OF THE LITIGATED CLAIM OF SU V. CITY AND COUNTY OF SAN FRANCISCO, ET AL AND RELATED CROSS ACTIONS, SUPERIOR COURT NO. 719160 WAS APPROVED BY A UNANIMOUS VOTE OF COMMISSIONERS KADISH, BERNSTEIN AND FLEISHELL.



# **SAN FRANCISCO AIRPORTS COMMISSION**



## **MINUTES**

Tuesday, March 20, 1979

MAY 21 1979

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**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**  
President

**MORRIS BERNSTEIN**  
Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z.L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport**

**San Francisco, California 94128**



MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING  
AND  
PUBLIC HEARING  
TUESDAY, MARCH 20, 1979

Call to Order:

The regular meeting of the Airports Commission and Public Hearing concerning Proposed Amendments to the Schedule of Rates and Charges, Common Use Facilities, was called to order at 2:35 p.m., in Room 282, City Hall, San Francisco, California.

\* \* \*

Roll Call:

Present: Commissioners Ruth S. Kadish, Morris Bernstein, William K. Coblentz,\* Z. L. Goosby,\*\* J. Edward Fleishell.

Absent: None.

\* \* \*

Pledge of Allegiance: Led by Commissioner Bernstein.

\* \* \*

Adoption of Minutes:

On motion of Commissioner Bernstein, seconded by Commissioner Coblentz, the following resolution was adopted by order of Commission President Kadish:

No. 79-0081	Resolution adopting the minutes of the Airports Commission meetings of January 30, 1979; February 6, 1979; and March 6, 1979.
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\* \* \*

\* Commissioner Coblentz left the meeting at 4:19 and returned at 4:28 during the Public Hearing; he left again at 5:02 during the discussion of Item (16) and was absent for the vote on Item (16); he returned at 5:05 during the discussion of Item (17).  
\* Commissioner Goosby arrived at 2:35 during discussion of Item (19).



Eric Craven, Commission Secretary, reported on the Executive Session held after the regular meeting on March 6, 1979 (which report is attached as Appendix A and included by reference).

\* \* \*

Calendar Items:

On motion of Commissioner Coblenz, seconded by Commissioner Goosby, the following resolution was unanimously adopted as amended:

- (19) Resolution Confirming Appointment of Under-Sheriff Harold N. Barker as Chief of Airport Police.

No. 79-0082                      Resolution confirming appointment by Director of Airports of Harold N. Barker as Chief of Airport Police for a period of one year more or less to effect a positive inter-face between the Airport Police and San Mateo County and define functional relationships.

Mr. Richard Heath, Director of Airports, explained that this item was a request for approval of a resolution confirming Harold Barker as Chief of the Airport Police for one year, in order to effect a more effective relationship between the two police jurisdictions. Mr. Heath said that the Airport Police have traffic and security jurisdiction, while the Sheriff has criminal jurisdiction, a situation which left much to be desired.

Mr. Heath said that in the spirit of solving the problem, it had been proposed that Undersheriff Barker come to the Airport for a period of one year, to serve at the pleasure of the Director. Mr. Heath said that if the relationship proved unsatisfactory, Mr. Barker could return to his present position. Mr. Heath said that part of Mr. Barker's job would be to promote and enhance the skills of the Airport's own officers, so promotion could take place from within. Mr. Heath said that he had studied the situation, had talked to Chief Gain and had received a letter from the Chief stating that this was the best thing to do in terms of cooperation and coordination of the two Police Departments.

Commission President Kadish said she had received requests from several people to speak to this matter, and called on Officer Reilly.

Officer Joseph C. Reilly, Vice President of the Airport Police Officers Association, spoke at some length regarding the appointment of Mr. Barker (his full statement is attached as Appendix E and included by reference). He said he was appearing so that the feelings of the Association could be made known to the Commission. Mr. Reilly said that the APOA had several reservations, and felt inadequate weight had been given to past poor rapport and rocky relations. Mr. Reilly said that the Association felt it was unreasonable to expect





its members to have any confidence in the selection of any individual who had been cast in the role of adversary for a long period of time. He said that this situation was compounded because the San Mateo Sheriff was the main respondent in a court case, backed by SEIU Local 400, which was now in the Court of Appeal. Mr. Reilly said that the friction between the two departments was the result of a different set of expectations.

Mr. Reilly said that the San Mateo Sheriff's administration had been in a position for five years to help resolve many of the issues, and a new Sheriff's administration would be taking over soon. Mr. Reilly said that the Airport Police Association questioned the ability of Mr. Barker to function effectively with a new administration.

Captain Willie Dunbar of the Airport Police spoke at some length, saying that he felt Mr. Heath and Mr. Louis Turpen, Deputy Director for Operations and Maintenance, had the benefit of the Airport Police in mind, but thought the appointment should be given more and careful study. Mr. Dunbar said that seven years ago, he had been given the same promise: a Chief would be brought in from the San Francisco Police Department to train officers in order to promote from within the Department.

Mr. Dunbar said that the Airport Police were unique in having been built by the men themselves. He said that they had dealt with Undersheriff Barker and Sheriff McDonald for many years, and Mr. Dunbar said his reservations were based on this past relationship. Mr. Dunbar said that Mr. Barker had been in a position for fifteen years to straighten out the problems, but he had not done so. Also, Mr. Dunbar said that the Sheriff would be accepting a position in Sacramento in the near future, and since Mr. Barker serves at the pleasure of the Sheriff with no Civil Service security, when there was a change in administration, there was a great chance Mr. Barker would also leave as he had no other ties with San Mateo County.

Mr. Dunbar said that he felt it was an insult to the Officers to say that, after seven years, they were still not qualified to lead the Department. He said that many of the officers have college degrees, and have built the position up from a job that no one wanted to having a waiting list of 250 people for the positions.

Mr. Dunbar said that he questioned what Mr. Barker could do in the year he was being hired for that he couldn't have accomplished in the past several years when he had the opportunity. Mr. Dunbar said that he didn't think Mr. Heath and Mr. Turpen had been at the Airport long enough to realize how deep the feelings went, and he considered this action tantamount to rubbing faces in the dirt, as the officers had fought against just such a situation for years, and had gone forward in spite of the Sheriff's office.

Mr. Robert Quinn, Airport Safety Officer, requested permission to speak. Mr. Quinn said that he had requested permission, through Mr. Turpen, to contact the Commission and had been attempting to make an appointment with Carol Ruth Silver as Chairman of the Board of Supervisors Finance Committee, on another matter.



Mr. Quinn said that he understood there was a need for a more permanent selection for the Chief of Security and that there was in San Francisco an outstanding black man, Mr. Charles Smith, who would be terminating his position in the San Francisco Sheriff's Office very soon. Mr. Quinn said that Mr. Smith was planning to leave his position with the City and County to take an appointment on the federal level. Mr. Quinn said that Mr. Smith was a treasure of the City's and said that he should be persuaded to take the position at the Airport.

Mr. Quinn said that ever since he had been employed at the Airport, he had been aware of the problems with the San Mateo Sheriff and he didn't think it appropriate, without very deep study, to make this appointment. Mr. Quinn said that the Airport Police served two masters. He said that the Sheriff could dismiss one of his officers who were without Civil Service protection since there was no power to demand a hearing.

Mr. Quinn said that this proposed appointment should be brought to the attention of the Finance Committee, to see if the Board wanted to transfer the necessary funds to San Mateo County, in view of the Mayor's concern about Airport revenues not going back to the City. Mr. Quinn said that he thought such an action might be legal, but he considered it improper, and again urged the appointment of Mr. Charles Smith be considered.

Commissioner Kadish adjourned the meeting at 2:55 p.m. to go into Executive Session. The Commissioner asked the members of the audience who wished to speak during the Public Hearing to fill out cards listing their names, addresses and phone numbers.

\* \* \*

The meeting reconvened at 3:07 p.m.

Commissioner Coblentz made the motion, which was seconded by Commissioner Bernstein, to amend the resolution and insert the words "for a period not to exceed 18 months". The motion was approved unanimously.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

(1) Resolution approving operational concept of Alaska Airlines.

No. 79-0083

Alaska Airlines wishes to expand its operations to include service to and from San Francisco International Airport.

Mr. Heath said that Alaska Airlines had been granted their first route rights by the CAB from Seattle to San Francisco. He said that the Commission had before it the official plan, based on the agreement which was being formalized as a specific amendment to the landing fees agreement. He said that



Alaska Airlines planned to operate only FAR Part 36 certifiable aircraft, and representatives were present to answer any questions.

Commissioner Kadish commented that in their original proposal, Alaska Airlines had planned to operate planes which were not all FAR Part 36 certifiable. She said that the airline did adjust its flights in line with the policy of the Commission, and the Commissioners, as well as the San Mateo neighbors, were most appreciative.

\* \* \*

#### Director's Report:

Report from Mr. Harold Hecht, the Airport's Consultant for Concessions, Recommending Various New Concession Activities and Their Locations Throughout the North Terminal.

Mr. Hecht said that he would like to present, in brief form, a comprehensive plan for the retail concessions in the North Terminal. Mr. Hecht said he would give as few details as possible, in view of the crowded calendar.

Mr. Hecht said that because the Airport terminal is so vast in size, and because of the traffic from the center to the various loading platforms, in his opinion, it was necessary to consider the structure as three terminals, rather than one. Mr. Hecht said that there were certain essential services, such as a newsstand, that a traveler would require that should be readily available, which meant there should be three locations. Mr. Hecht said that, two years from now when all the airlines have moved in, there would be over 12 million passengers flowing through the terminal, 10 or 15 percent more than the maximum now being served in the Central Terminal; and of the anticipated 12 million people, 60 percent will use the center facility, with about 20 percent on either end of the building. He said that obviously, the most important revenue-producing space, as far as the Airport is concerned, is the center area. He said that of the total amount of planned space, excluding food service, only about 10 percent was available for the traveler in the area that will provide 60 percent of the traffic. Mr. Hecht said that he had made an effort to add to the retail space about 1,200 square feet in the center to provide for the needs of the seven million passengers who will primarily gain access to the building from the lower level, the surface entrance, or the bridge from the parking garage.

Mr. Hecht said that in order to provide a variety of services and to provide the kind of services in keeping with the quality of the Airport and the structure, there should be a variety not now being offered. Mr. Hecht suggested changing the kinds of service by providing a much wider choice of qualities and kinds of merchandise: in addition to the souvenir-type being sold today, there should be an extensive assortment of better quality merchandise offered.

Mr. Hecht said that the only retail facility committed to be ready when the building begins to function is the newsstand which will occupy 2,100 square feet at least until the expiration of the present newsstand lease. Mr. Hecht recommended





that in the final leasing arrangement, the newsstand should be limited to 700 square feet with the remaining 1,400 square feet divided into different concessions, to attract more travelers and to fill a broader variety of needs. He said that in addition, various spaces could be along the present wallways, not presently planned as commercial ventures; and this would generate substantial income.

Mr. Hecht said that he was looking to having not only the usual airport services, but also to providing services consistent with the City of San Francisco and western living and featuring products indigenous to California. Mr. Hecht said that he thought it would be an attraction to tourists to offer a showcase of great productive variety of this State: agriculture products packaged for export; wines; apparels; gifts; ceramics; and art goods.

Commissioner Coblentz asked if the food sales would affect Host.

Mr. Hecht answered that Host would not be affected as they were limited to food consumed on the premises and he had planned the other sales for off-premises consumption.

Mr. Hecht explained that his plan for different kinds of facilities, such as bookstores offering a wide variety of current and best seller books located along the corridor. He suggested that sidewalk flower shops might occupy an area against one wall, and said variety and ingenuity in method of presentation would enliven the looks of the Airport which, because of its vast size and classic construction, could be considered sterile. Mr. Hecht suggested that a series of movable carts containing articles of such interest that a traveler would have to stop and look. Mr. Hecht proposed that they be dramatic in looks: flowers off a cable car cart, Fisherman's Wharf products off a cart resembling a fishing boat. He said that everything should be of quality level. Mr. Hecht said that if this plan was adopted, there would be a total of 6,200 square feet available for retail leasing, not including food areas. He compared this with the amount of space in the Central Terminal, 3,300 square feet and the 4,900 square feet in the South Terminal which included the Duty Free area.

Mr. Hecht said that there would be only one retail facility open when the North Terminal begins operations and it will take time to attract desirable shops and to negotiate the leases. He said that since time is of the essence, he would urge the Commission to authorize the Director and his staff to proceed as soon as possible with plans to interest desirable bidders.

Commissioner Kadish remarked that there was so much "meat" in Mr. Hecht's report that it required consideration, but she heard the need to move quickly, and the Commission would act as soon as possible. Commissioner Kadish asked Mr. Pete Singer, Deputy Director for Business and Finance, to supply maps of the areas as soon as possible to the Commissioners.

\* \* \*





cial Item:

Public Hearing Concerning Proposed Amendments to San Francisco International Airport - Schedule of Rates and Charges - Common Use Facilities.

Mr. Heath said that this was an open public hearing to consider revision of scheduled rates and charges for landing fees for small airplanes. He said that the present landing fee arrangements exempt aircraft not in excess of 10,000 pounds, but the proposed schedule would place a charge of \$1.03 on each 1,000 pounds with a \$25.00 minimum, and would be the highest in the country among such rates. Mr. Heath said that there was considerable controversy over this proposed fee and his suggestion was that there be no decision made at this meeting, but that the Commission should consider all suggestions and he should discuss the matter with the interested organizations to ensure that all major problems were resolved before the Commission reached a decision. He said that it was a necessary part of the process to hold a public hearing at this time.

Commissioner Kadish said that the Commission would hear the speakers and come to a conclusion after the material presented was formulated in written form and studied. She said that many comments had been received by the Commission and they would be carefully considered (a list of those comments are attached as Appendix C). She asked that speakers keep to a three minute limit and if any prior speaker had covered the material a speaker wished to address, the Commission would appreciate the speaker to indicate that and then allow the next speaker to take the floor.

Mr. Joe R. Crotti, representing the Aircraft Pilots and Aircraft Association, spoke at some length in opposition to the proposed schedule of rates and charges (his comments are attached as Appendix D and included by reference).

Mr. David "Scotty" Morris, representing the National Air Transport Association, referred to remarks he had distributed to the Commission (and which are attached as Appendix E and included by reference). He said that the \$25 charge was so high he considered it discriminatory. Mr. Morris said that the reason some airports have gone to fees is they are near to other airports which could accept private jets, but this is not the case in the Bay Area as facilities for jets are not available close by.

Commissioner Coblenz quoted from Mr. Crotti's statement that "It is wrong and arrogant to deny..." and said that the Commission was not denying small aircraft, the Commission was only considering the charging of a fee. He also quoted Mr. Crotti's statement that "Airport is deeply in debt", and said that the Airport's income is high, so high that it not only maintains the Airport, but adds to the City's coffers.

Mr. Herbert M. Quinn, a Captain with American Airlines, submitted a statement with six suggestions (which is attached as Appendix F and included by reference).

Mr. Jay White, a Captain with American Airlines, submitted a statement from San Mateo County Supervisor Royer (which is attached as Appendix G and included by reference). Mr. White also spoke as an individual, saying that he had been an airline pilot for 25 years and had watched the San Francisco



facility grow. Mr. White said that he thought the announced decision to bar general aviation from SFO was the wrong approach. He said that the problem should be identified as to whether it was service congestion or air space congestion; if in the air, the Airport had no jurisdiction; if safety was the problem, it could be worked out. He said that he had very seldom been delayed at the Airport due to general aviation; delays were caused by commercial planes. He also said that there was no reasonable alternative to SFO for smaller aircraft. He suggested reopening Runway 29, which is 4,000 feet long, which is currently being used as a taxiway, but could accommodate most general aviation aircraft. He further suggested acquisition of the land just off the Freeway to build a general aviation airport. Mr. White said that general aviation is part of the transportation system which benefits not only San Francisco, but all of California, and the nation in general. He said that it should not be barred just to help the Director of Airports.

Commissioner Coblenz said that it was not the intention to bar anyone, but perhaps the fees were too high.

Mr. White said that there may be a reasonable charge which is not punitive.

Commissioner Coblenz said that he had looked at other airport charges, and this was high.

Mr. White said an alternative airport would be an acceptable solution.

Ms. Jean Hope, Administrator of Air Ambulance, Inc., submitted a statement (which is attached as Appendix H and included by reference). Ms. Hope's emphasis was that the additional cost would fall on critically ill patients who need Air Ambulance's particular service.

Mr. Paul H. Bartnek, General Manager of Butler Aviation at San Francisco Airport, spoke in opposition to the proposed fee schedule. Mr. Bartnek said that his company had been the Airport's fixed base operator serving the general aviation community since 1961, thus had a vested interest in the matter. Mr. Bartnek said that any increase in fees would effect his business and would place another burden on aircraft owners using SFO. Mr. Bartnek said that if congestion was the reason for considering the fee, he suggested consideration of a change in fees during peak hours. Mr. Bartnek said that if Mr. Heath was going to hold meetings before a decision was made, Butler Aviation would like to be part of those meetings.

Ms. Helen Murphy, representing Yosemite Airlines, submitted a statement in opposition to the proposed fees (which is attached as Appendix I and included by reference).

Mr. Mickey Mayer, a Western Airlines pilot, spoke against the fees. Mr. Mayer said that he commutes to his job from Grass Valley in general aviation aircraft and his first concern is safety. He said that he felt the \$25 landing fee was totally unreasonable. He recommended that the FAA and other experts be allowed to solve the problems. Mr. Mayer suggested following the advice of AOPA and grooving Runway 29; also, putting up some taxiway lights and signs. Mr. Mayer said an increased fee would not solve the problem but would serve to alienate the public.



Mr. Foy A. Bovee, a United Airlines pilot, said that he commuted to work in a small plane. He asked what problem was being addressed by this item: safety or added revenues. Mr. Bovee said that, having been on both sides, there is no safety issue with the exception of the stretch DC 8. He went on to describe landing patterns that would create no hazard for either commercial or small planes. That if the proposed fees were for added revenue, they were discriminatory.

Mr. James Markell, representing Aviation Methods, Inc., an Airport tenant, made a statement and said he would mail in his comments (which are attached as Appendix J and included by reference). He said that it was important that the Commission define its goals in imposing increased landing fees. He said that if there was an economic problem, he would have to question why other revenues sources are not being pursued. Mr. Markell said that if safety was the goal, that was a state of mind and an attitude. He said that the tragedy at San Diego was not the result of two different sized aircraft. Mr. Markell cited several accidents involving commercial planes. He said that he was sure there were many qualified professionals who would donate their time to correct any operational problems which exist.

Mr. Charles M. King of General Aviation Forum had submitted a written statement in opposition to the fees (which is attached as Appendix K and included by reference).

Mr. Ray Peterson, of the Sonoma County Aviation Commission, submitted a written statement in opposition to the fees (which is attached as Appendix L and included by reference).

Mr. Chet C. Smith, a private pilot, spoke at length against the increased fees, stating that this subject has been discussed in the past: a charge to get general aviation out of SFO. He said that he felt the proposal was discriminatory. Mr. Smith said that the Airport was built by taxpayers and this fee shouldn't be added.

Mr. Dennis H. Vied, an airline pilot and operator of a private aircraft, said that his planned remarks had been pretty well covered. He said that he commuted to work, also, and was opposed since the planned increase would have the effect of barring him from landing and fueling at SFO. Mr. Vied said that he felt the action would be discriminatory.

Mr. Jim McGuire, a commercial pilot, said that his thoughts had been previously expressed but he would like to have Mr. David "Scotty" Morris add some additional remarks.

Mr. David "Scotty" Morris spoke again, this time as Vice President of Triple A Charter. Mr. Morris said that his company was a third level carrier stationed at SFO and had many flights in and out. Mr. Morris said that they were required to have trained pilots, just as the airlines do and the \$25 fee would cause serious problems, especially in training and maintenance flights. He said that general aviation pays seven cents a gallon on fuel to the Federal government which returns that money to airports; also a gas tax, which the City shares in. Mr. Morris felt that general aviation pilots were already paying their share of costs.

Mr. Scott R. Baumann, a United Airlines pilot, aeronautic engineer and former test pilot, spoke against the proposed fees. Mr. Baumann submitted a statement to the Commission (which is attached as Appendix M and included by reference).\*

Commissioner Coblentz left the meeting at 4:19 during Mr. Baumann's statement and returned at 4:28 during Mr. Carroll's statement.





Ms. Shirley Winn, Chairman of the Yolo County Aviation Committee and a member of the 99's, said that she had been asked by the Yolo County general aviation pilots to speak. She said that probably 90 percent of the pilots in California were general aviation, and she had been asked by many of them to oppose the proposal. She said that pilots do not fly into San Francisco frivolously but because of business or for the purpose of dropping off or picking up passengers who might otherwise have no mode of transportation. Ms. Winn said \$43 million in taxes had been put into the ADAP fund, much of which had gone to SFO, and she felt the additional taxes of \$25 should be opposed.

Mr. Bert L. Botta, an airline pilot and private aircraft owner, had asked to speak but had left the meeting but said he would send a statement in opposition (which is attached as Appendix N and included by reference).

Mr. Jack L. Eisenberg, a private pilot, had already sent a statement to the Commission (which is attached as Appendix O and included by reference). He did note a correction he had made in his letter.

Mr. Pete Dardani, a general aviation pilot, spoke in opposition to the proposed fee, saying that he had used SFO for forty years, and had gotten along fine with all commercial planes, and felt there was room for everyone. He said that he was also a member of the San Mateo Sheriff's Squadron which used SFO in emergencies. He said that there was a tie-down charge for overnight, so general aviation was paying a fee. Mr. Dardini said that he hoped things would be left as they are.

Mr. Doyle G. Carroll, an airline pilot, said that he had been commuting to work from Sacramento for thirteen years and that most of the airline pilots flew in to work and thus had a vested interest in the matter. He said that he considered general aviation a safe and essential method of transportation, especially considering that the alternative was using the Bayshore Freeway. Mr. Carroll said that a spokesperson for Bay Tracon had said last week that general aviation poses no safety problem. He said that private pilots pay one percent of the retail value of their planes each year and that that money going into the general fund and should be used for the purpose of providing facilities for private planes. Mr. Carroll said that pilots were expected to purchase thousands of dollars of equipment in order to use SFO and then were being told they must pay a fee. Mr. Carroll presented a petition (which is attached as Appendix P and included by reference) that he said was mostly signed by airline pilots who commuted to SFO. He said that the fee would cost them from \$150 to \$200 a month, a charge which was totally unjustified. Mr. Carroll felt that it would cost more to collect the fees than would be produced. He said that the alternative airports which could be used were really not suitable for someone going to SFO. Additionally, he said that adequate facilities were not available at other airports.

Commissioner Fleishell asked Mr. Carroll about other cities who do impose and collect fees.

Mr. Carroll said that at most other airports there is no landing fee, merely a tie-down charge.





Commissioner Fleishell named the airports which did charge general aviation. Commissioner Fleishell asked if it was Mr. Carroll's view that there be no charge.

Mr. Carroll said that there should be no charge for landing, only for parking planes.

Commissioner Kadish said that the Commission had a commitment to be responsive to what had been said and it was important for the staff to meet with those who had expressed a desire to meet. She said that she hoped that the staff would come up with alternatives. She said that inasmuch as RAPC would not make a recommendation on this subject to the Commission prior to March 30, any decision would be postponed until after that date. She said that the matter would be put over until material is gathered and given due consideration (all material received after the Commission meeting and written comments from people who did not speak at the Public Hearing is listed in Appendix Q and included by reference).

Commissioner Goosby said that the Commission should have the opportunity to discuss the problem at some length as well as to meet with general aviation people.

Commissioner Kadish asked Mr. Heath to set up a meeting between the Commission and representatives of general aviation people.

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#### Agenda Items:

On motion of Commissioner Coblenz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (2) Resolution Instructing the Director to Take Certain Actions In Response to Letters From the FAA and CAB.

No. 79-0084	Resolution instructing the Director to take certain actions in response to letters from the FAA and CAB.
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Mr. Heath requested approval of his suggestions for a letter to the FAA and CAB.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Goosby, the following resolutions were unanimously adopted:

- (3) Bid Call, Airport Contract No. 1236, Grooving of Runway 1R-19L, South Half.



No. 79-0085

Resolution approving the final plans and specifications for Contract No. 1236, Grooving of Runway 1R-19L, South Half and authorizing Director of Airports to advertise for bids.

The work consists of grooving a 130 ft. width of Runway 1R from the intersection with Runway 28L southerly for a distance of about 4400 ft. The transverse grooving will increase the surfact frictional resistance to aircraft braking under wet pavement conditions.

This contract has been included as part of ADAP Project No. 9 by Amendment No. 2 to the FAA Grant Agreement and is eligible for federal funding up to 75% of the total construction cost.

Estimated construction time is 21 calendar days.

Not part of the Expansion Program.

- (4) Award of Contract No. 1042, \$53,352.00, Repaint Restricted Areas Between Taxiways "A" and "B".

No. 79-0086

Resolution awarding Contract No. 1042, Repaint Restricted Areas Between TW "A" and "B", in the total amount of \$53,352.00 to Malott and Peterson-Grundy, 2312 Harrison Street, San Francisco, CA 94110, as the lowest regular and responsible bidder.

The work consists of repainting the restricted pavement islands between Taxiways "A" and "B" in front of the Terminals.

Bids received on March 2, 1979:

1. Malott & Peterson-Grundy	\$53,352.00
2. C. R. Sheldrake Co., Inc.	78,660.00

Construction time is 20 calendar days.

This contract is not part of the Airport Expansion Program.

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On motion of Commissioner Coblenz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted as amended:

- (5) Award of Contract No. 1221R, \$9,900.00, Newspaper Vending Machine Enclosures, Boarding Areas "H" & "I".



Resolution awarding Contract No. 1221R, Newspaper Vending Machine Enclosures, Boarding Areas H & I, in the total amount of \$9,900.00 to Leon Carlen, General Building Contractor.

The work consists of providing low three-sided partitions to physically and visually control the placement of the vending machines in the terminal area. The partition design is similar to partitions enclosing public seating and public telephones in the baggage claim area of North Terminal.

Bids received on February 22, 1979:

Leon Carlen, Gen. Bldg. Contractor	\$9,900.00
Ralph Larsen and Son, Inc.	11,900.00
J. M. Construction	17,370.00

Construction time is 45 calendar days.

This contract is part of the Airport Expansion Program.

Commissioner Coblentz said that he was hesitant to vote on this item in light of the City Attorney's opinion and the question of free speech.

Mr. Donald Garibaldi, Airports General Counsel, said that there would be 20 available racks so a reasonable number of newspapers could be accommodated. He said that the problem was that the Airport had not set any guidelines for determination of what publications would be permitted in the new cases. He said that if such guidelines were established as to the type of publication and the number, it could be worked out.

Mr. Heath suggested establishment of a regulation limiting the newspapers to general circulation publications with circulation above a certain figure.

Commissioner Kadish suggested moving on the bid acceptances and development of the criteria later.

Commissioner Coblentz asked if it was the opinion of the Director and of the General Counsel that certain standards could be established.

Mr. Heath said that part of the item was for enclosures, because the racks standing alone were not handsome fixtures. He said that by enclosing the racks, they would be much better looking. He said that staff would work with Counsel to work out a reasonable method of determining what kinds of newspapers can be sold on the racks.

Commissioner Fleishell said that the Board of Supervisors had been working for a year and a half to determine what publication policy would be acceptable and the Airport decision should be based on the Board's decision.

Commissioner Coblentz said that he believed in free speech, but if a limitation was imposed at the Airport and the rest of the City didn't have a limitation, the Commission would be in a difficult position. He said that he would approve the item if Counsel could approve some guidelines.



Mr. Heath said that A.B.C. Cigar Co. would have control and make decisions until September after that, whoever gets the lease will make the decisions; however, the enclosures would still be needed.

Commissioner Fleishell asked if the lessee could be controlled in what he put in the racks.

Mr. Garibaldi said that some reasonable regulations could be required, and he thought his office could produce some guidelines. He said that the City of Glendale had gotten authorization to limit the number of periodicals to eight.

Commissioner Goosby asked if the City arrived at a policy, would the Airport have to adopt the same policy, and would the racks still be needed.

Mr. Heath said that if the newspapers to be sold on the racks were not the kind the Commission would like to have sold there, it would be desirable to have the racks enclosed.

Commissioner Coblentz made the motion, saying the contract should be awarded to the lowest bidder, and that guidelines be established.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolutions were unanimously adopted:

(6) Completion of Professional Services by Service Engineering Associates, Inc.

No. 79-0088                      Resolution accepting Service Engineering Associates, Inc.'s work under their professional service agreement as complete, and authorizing final payment of \$8,900.00 on their total contract of \$17,800.00.

(7) Completion of Professional Services Agreement, Modification to Noise Monitoring System, Tracor Sciences and Systems.

No. 79-0089                      Resolution accepting the work performed by Tracor Sciences and Systems on modifying the Airport Noise Monitoring System as satisfactorily completed and requesting Controller's certification of final payment in the amount of \$570.45.

Original amount of contract	\$41,650.00
Modification No. 1 (Insurance modification)	no cost
Modification No. 2 (Extension of Time)	no cost
Modification No. 3 (Extension of Time)	no cost
Final amount of contract	41,650.00
Contract starting date	April 11, 1977
Original completion date	Nov. 7, 1977
Revised completion date	Dec. 31, 1978
Actual completion date	Dec. 31, 1978

Part of the Expansion Program.





Mr. Heath said that Item (6) was for the contractors who had saved the Airport \$214,000 on the janitorial contract, by contracting out instead of using Civil Service personnel.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (8) Professional Services Agreement, \$36,000.00, Pacific Environmental Laboratory, Waste Water Testing and Analysis.

No. 79-0090

Proposed resolution approving the annual professional services agreement with Pacific Environmental Laboratory, 657 Howard Street, San Francisco, California, to provide services for waste water testing, analysis and other related work.

Not part of the Expansion Program.

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On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (9) Tenant Improvement: Pan American World Airways, Baggage Claim Facility Alternations.

No. 79-0091

Resolution approving the final plans and specifications submitted by Pan American World Airways showing the construction of expanded interim baggage handling facilities in the South Terminal. The work consists of constructing a temporary single story, metal building addition at the south side of the South Terminal to accommodate a new "race track conveyor" system which will replace the two existing carousels in the customs area.

The work will be done by Pan American World Airways at their own and sole expense. Pan Am will be given rental credit for the building addition and the inbound race track conveyor system only, with the final cost subject to final audit and approval by City.

This project is not part of the Airport Expansion Project.

Mr. Heath said that this item would allow Pan Am to proceed with the installation of a temporary baggage area to be used until the new International Arrival Center is built. Mr. Heath said that last summer was a disaster, and there are three more to get through before the new facility will be ready, and this temporary facility will provide relief. He



said that international traffic is continuing to grow and this would provide better baggage handling and a more even flow of passengers through the facility. Mr. Heath said that it would be a truly chaotic situation without this, especially when several planes arrive at the same time.

Commissioner Goosby asked if all airlines were contributing to this project, or was Pan Am getting the sole rental credit.

Mr. Heath said that this was a way of moving quickly on the item to get it done. He said that Pan Am is contracting it out, at Mr. James Shelhurst's suggestion.

Commissioner Goosby asked if, when a rental credit is given, the rent to the other users of the facility was increased.

Mr. Heath said that it was not immediately increased, but would be in the end because a rental credit results in less cash flow which has to be made up.

Commissioner Kadish asked when this would be operable, because she felt that it was important that it should be in operation prior to the heavy summer traffic.

Mr. Heath said that it would be done by June first.

Commissioner Kadish said that she liked the spirit of co-operation between Pan Am and the Airport.

On motion of Commissioner Coblenz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (10) Tenant Improvement, Host International, "Crab Pot" and "Cafe Espresso" in North Terminal Complex, \$350,000.

No. 79-0092                      Resolution approving the final plans and specifications submitted by Host International showing the "Crab Pot" in the North Terminal and the "Cafe Espresso" in Boarding Area I. This project consists of constructing two additional food and beverage outlets in the terminal areas.

The work will be done by Host International at its own and sole expense, with a rental credit for a wall to separate Host's lease area from other tenant area. The estimated total cost for the two facilities is \$350,000.00.

Mr. Heath said that a representative of Max Garcia and Associates, the Host architectural firm, was present to answer any questions. He said that Commissioner Kadish and the staff had already reviewed the project.

Commissioner Kadish said that there had been many changes since she had seen it. Scott Adams, representative of the architect said that they had acted only on the changes which had been requested.

Commissioner Bernstein asked if a lease had been granted for the space.

Mr. Heath and Mr. Singer said the lease had not been signed.

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On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (11) Resolution Approving Affirmative Action Policy and Mandating Development of an Affirmative Action Plan.

No. 79-0093

Resolution Approving Affirmative Action Policy and Mandating Development of an Affirmative Action Plan.

Mr. Heath said that this was a policy which he had worked out by his Advisory Affirmative Action Committee, and he asked for favorable action by the Commission.

Mr. Jan Blais, representing the Airlines Policy Committee, asked if this would be in the Airport budget, and if it was being done at other City agencies.

Mr. Heath said that other revenue producing City agencies also have this kind of operation.

Mr. Blais asked for a brief description of what would be done that is not now being done.

Mr. Heath said that hiring practices would be reviewed. He said that many employees are from San Mateo County, and an effort would be made to secure more personnel from San Francisco. In addition he said that this office will ensure that all contractors are familiar with the Human Rights Commission guidelines, and that questions will be worked out in advance. He said that there was no one on the staff at the present time responsible for enforcing Human Rights guidelines.

Commissioner Kadish said that she would like to mention to Mr. Blais that, in regard to the United Airlines contract, if someone from the Airport had been working as this proposal outlines, a delay of several weeks could have been avoided.

Mr. Blais said that United's Personnel Officer had been working with the Human Rights Commission and there had been a breakdown in communications.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (12) Airport Representation on the Joint Powers Control Board, Airport Land Use Study.

No. 79-0094

Resolution rescinding appointment of Dale Fearn as the Airport representative on the Joint Powers Board for the Land Use Study and appointing the Director of Airports, Richard Heath, as the official representative of the Airport, and Arnold Feener, the Airport Noise Abatement Officer, as his alternate.

\* \* \*



On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (13) Modification No. 10 (Debit), Airport Contract No. 977, Ratifying Action of Director of Airports on Change Orders, Expansion of Electrical Distribution System - Phase I, \$21,421.37.

No. 79-0095

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 13 and 14, and requesting the Controller's certification of Modification No. 10 to Airport Contract No. 977, in the total amount of \$21,421.37, for revising control wiring in Station BA and providing backfeed from manhole 522 to Station TA.

Contractor for this work is Homer J. Olsen, Inc.

Original amount of contract	\$3,897,000.00
Previous modifications	156,511.00
Revised amount of contract to date	\$4,053,511.00
Modification No. 10 consisting of the following Change Orders:	
No. 13, \$ 2,473.09 (Debit)	
No. 14, 18,948.28 (Debit)	21,421.37
Revised amount of contract	

This contract is part of the Airport Expansion Program.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolutions were adopted; 4 ayes (Kadish, Bernstein, Coblentz, Goosby) to 1 nay (Fleishell):

- (14) Resolution Approving a Professional Services Agreement with Booz, Allen and Hamilton for a Resources Management Component of the FIRM Project, \$145,950.00.

No. 79-0096

This agreement with Booz, Allen and Hamilton will provide for the implementation of the Resources Management component of the Financial Information and Resources Management system at the Airport. Work will be complete by June 30, 1980.

Total payment under the terms of this agreement shall not exceed \$145,950.00.





- (15) Resolution Approving a Professional Services Agreement with Arthur Andersen and Company for a Financial Information Component of the FIRM Project, \$90,000.00.

No. 79-0097

This agreement with Arthur Andersen will provide for the implementation of the Financial Information component of the Financial Information and Resources Management system at the Airport. Work will be completed by June 30, 1980.

Total payment under the terms of this agreement shall not exceed \$319,000.00. This project will be divided into phases and this resolution authorizes Phase I at a cost not to exceed \$90,000.00.

Mr. Heath explained that these items were for two consulting firms, one a contract with Booz, Allen to develop a performance reporting and measurement system for all managerial functions at the Airport and the other a contract with Arthur Andersen and Company to develop a financial information system to tie in with FIRM and an informational system for budget tie-in with performance. Mr. Heath said that Booz, Allen was greatly experienced in the management of airports and Arthur Andersen was one of the leading firms in the country for computer assistance.

Commissioner Kadish said that the Airport was cooperating with the Mayor's office in these projects, and asked how long the contracts would be in force.

Mr. Heath said that Booz, Allen would be completed this fall and Arthur Andersen in about a year.

Commissioner Goosby asked if the development of the goals and objectives in each department would then be used as a means of evaluation and would the firms help to develop the forms.

Mr. Heath said that there was a personnel system which has been developed by Civil Service which would tie in with Booz, Allen's work.

Commissioner Goosby asked if it would be adaptable enough so it could be used with the Civil Service system.

Mr. Heath said that it would. He said that the first thing the employee and supervisor do is fill out a form showing the objectives and goals of the job.

Commissioner Fleishell said that at the last meeting, the Commission voted to reorganize the Business and Finance Division. He said that at that time the Commission was told that the staff would be able to reorganize the Airport and here, two weeks later, the Commission was asked to hire experts to reorganize the division. He said that it seemed to him to be "the cart before the horse". He said that it was planned to tie into the FIRM system and yet the firm that established the Rec and Park system was not invited to bid on the Airport system because that firm had done such a poor job. Commissioner Fleishell said that he felt these two items were a year or two ahead of time and a waste of money.



Commissioner Kadish asked if it was possible for the Commissioners to receive interim reports on the progress of these contracts, so the kinds of concerns that Commissioner Fleishell had voiced would be laid to rest in short order.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (16) Resolution Authorizing United Airlines, Inc. to Contract for Installation of Venetian Blinds.

No. 78-0098

Resolution authorizing United Airlines, Inc. to contract for installation of venetial blinds in certain areas of North Terminal Building and receive a maximum rental credit of \$43,000.00.

United Airlines, Inc., lessee of space at the North Terminal Building desires to contract for installation of venetial blinds opposite its Ticket Counter and receive a rental credit therefor.

Commissioners Bernstein and Coblentz commented that venetian blinds may not be desirable.

Commissioner Kadish asked if the other Commissioners would give her authority to act on this matter, along with Howard Friedman, the architectural consultant.

Commissioner Coblentz said that he would agree, as long as Mr. Friedman was present.

Mr. Blais said that this was a "must have" item for the opening of the North Terminal.

Commissioner Bernstein asked who would take care of the things these blinds required, such as maintenance and cleaning.

Mr. J. Peter Singer, Deputy Director for Business and Finance, said that the blinds were being installed by the Airport but United was putting up the money, in the interests of time. He said that the Airport would be responsible for continuing maintenance.

Commissioner Fleishell asked how one would address the fact that a \$60 million building is built which does not deal with the problem of sun shining in the windows.\*

Commissioner Coblentz left the meeting at this point, 5:02, and issued the vote on this item, Item (16); he returned at 5:05 during the discussion of Item (17).



Commissioner Kadish said that she would look to see if the area where the blinds are supposed to be will be shielded when the garage is completed. She suggested that the resolution be approved with the understanding that it is adopted in concept only and that she will review the matter along with Mr. Friedman.

Commissioner Fleishell asked that she also look at painting the windows to diffuse the sun.

\* \* \*

On motion of Commissioner Fleishell, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- (17) Approval of Professional Services Agreement, Central Terminal Modifications, Contract No. 1200.

No. 79-0099

Resolution approving the agreement for Professional Services with Gensler and Associates, Architects, for modifications to the Central Terminal Building, Airport Contract No. 1200.

The schematic design phase for this project has been completed and approved by Commission Resolution No. 79-0045, dated February 20, 1979.

The agreement provides for professional services through the preliminary, construction document, bidding and construction phases of the project.

Mr. Heath said that this contract was for \$20,800,000 plus \$300,000 for public space furnishings and included a five percent contingency figure.

Commissioner Kadish asked Mr. Arthur Gensler of Gensler and Associates what the \$300,000 would cover.

Mr. Gensler explained that it would include the furniture and other accessories.

Mr. Heath said that he had received a letter from the Human Rights Commission approving this contract.

Commissioner Kadish said that it was her understanding that the fee included inspection services, particularly on-site inspections, and asked if there would be need for an organization such as CMC on this project.

Mr. Gensler told the Commission that all inspection services were included, and no such firm as CMC would be required.

Commissioner Goosby asked if this would be an opportunity to subcontract or would all the services be done inhouse.

Mr. Gensler replied that both inhouse and several minority subcontractors would be used.



Commissioner Goosby congratulated Gensler and Associates on their attitude and their work, saying they offered a sense of security. Commissioner Goosby said that he felt better knowing that the firm would keep an eye on things. He told Mr. Gensler that he had a list of firms who had done work for the school district.

Mr. Gensler said they had already contacted some of the firms from that list and would be happy to receive the names from Commissioner Goosby.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (18) Approval of Professional Services Agreement, South Terminal West Addition and West Modifications, Contract No. 1010.

No. 79-0100

Resolution approving the professional services agreement, by and between the City and County of San Francisco, and Anshen and Allen, Architects, for Contract No. 1010, South Terminal West Additions and West Modifications.

The schematic design phase of this project has been completed and approved by Commission Resolution No. 79-0043, dated February 20, 1979.

The agreement provides for professional services through Design Development, Construction Documents, Bidding and Construction phases of the project.

Commissioner Coblentz said that since he had heard what the fees were, he wanted to approve the motion.

Commissioner Goosby asked if anyone had heard from Anshen and Allen and asked Mr. Jason Yuen, Director of the Bureau of Terminal Construction, if there was anything new on the Gaynor Engineers situation.

Mr. Yuen said that Gaynor had been listed as a minority firm, but a letter had been received questioning whether it was legitimately minority. He said that this matter was being investigated and if the allegation proved true, someone else would be hired.





Commissioner Kadish questioned the \$43,000 landscaping item in the contract, saying that she had no desire to split the item out of the agreement but did not want to feel that the Commission was tied in to that. She said that it appeared to her that the landscaping was for the four carousel areas. She asked how the Commission could be protected from tying in to that if the total contract was accepted.

Commissioner Coblentz said he, too, wishes to have the landscaping item deleted from the contract.

Mr. Yuen said that the protection was there, in that the contract did not contain any money for the landscaping project.

Commissioner Kadish said that it could be left as it was as the landscaping was two years away.

\* \* \*

Introduction of New Business by Commissioners.

No new business was introduced.

\* \* \*

Adjournment.

There being no further business, the meeting was adjourned at 5:12 p.m.



Eric Craven  
Commission Secretary



Secretary's Announcement of Actions Taken by the Airports  
Commission in Executive Session on March 6, 1979

Read to the Airports Commission Meeting on March 20, 1979

IN ACCORDANCE WITH GOVERNMENT CODE SECTION 54957.1 OF THE  
BROWN ACT, I AM REPORTING ON THE ACTIONS TAKEN BY THE AIRPORTS  
COMMISSION IN EXECUTIVE SESSION ON MARCH 6, 1979. THE  
ACTIONS AND THE ROLL CALL OF THE VOTES THEREON WERE AS  
FOLLOWS:

ITEM (1), SUPPLEMENTAL BUDGET, 1979-80,  
\$215,787.00 WAS APPROVED BY A VOTE OF FOUR TO  
ONE, COMMISSIONERS KADISH, BERNSTEIN, COBLENTZ  
AND GOOSBY VOTING AYE; COMMISSIONER FLEISHELL  
VOTING NAY.

ITEM (2), SUPPLEMENTAL APPROPRIATION, \$30,325.00  
WAS APPROVED BY A VOTE OF FOUR TO ONE,  
COMMISSIONERS KADISH, BERNSTEIN, COBLENTZ AND  
GOOSBY VOTING AYE; COMMISSIONER FLEISHELL  
VOTING NAY.



President Kadish, Honorable members of the Commission, Secretary Craven, Mr. Heath, Mr. Turpen, I am Officer Joseph Reilly, Vice-President of the San Francisco Airport Police Officers Association. I am appearing today so that the feelings of our Association be made known to the Commission with respect to the recommendation for Chief of Police now before you.

The Police Officers Association has several reservations regarding this appointment. We feel that inadequate weight has been given to the poor rapport and rocky history of relations which has existed between the San Mateo Sheriff's Office and the Airport Police. It is unreasonable to expect the members of the Airport Police to have confidence in the selection of any individual who has been cast in the role of adversary for so long. This is compounded by the fact that the SMSO is a named respondent in a civil action initiated by the POA with the support of Local 400 of the Service Employees International Union. That action is now awaiting a hearing date in the State Court of Appeal.

The historical friction which has existed between the two police agencies has, in our view, been a result of different sets of expectations, from the Sheriff's Office, the Airport, and the public. The lack of operational guidelines has even been recognized by the San Mateo County Organization of Deputy Sheriffs. In an effort to resolve that situation, the court action was undertaken. The FCA contacted the San Mateo Sheriff's Office pursuant to the decision in that case, hoping to clarify our position and elicit a substantive response. I have provided each Commissioner with a copy of that letter along with the reply, which I urge each Commissioner to take the time to read. I believe it will serve to represent what the Airport Police have been striving to achieve, as well as demonstrate the attitude and traditional position of the Sheriff's Office. The present Sheriff's Office administration has been in a position for over five years to help resolve some of the issues with which we are concerned. In the foreseeable event that a new administration comes into the Sheriff's Office, the ability of the candidate for Chief of Police to function effectively with that new administration or any of its deputies is questionable. Because of this, the Airport Police are understandably apprehensive. There have been conflicting accounts of what this appointment is expected to accomplish. Because of this, some Airport Police Officers have come to the regrettable conclusion that the entire matter is a sell out.

The Police Officers Association would urge the Commission to review the facts, and decide if, in this case, the ends or the means are justified. The Airport Police have subsisted for years on a diet of promises and hope, supplemented by some internal progress toward professionalization, but nevertheless doing our job. We view ourselves



as specialists in the field of law enforcement, not guards, not city police officers, but rather Airport Police Officers, charged with the protection of the millions of yearly visitors to the airport, the tenants of the airport, and San Francisco International itself. The airport can only benefit from promoting the development of such a specialized agency. That being our objective, and hopefully that of the Airports Commission, we have been unable to reconcile the objectives of San Mateo County Sheriff's Office.  
<sup>THE</sup>  
^

The Airport Police further urge the Commission to closely monitor the progress of this endeavor, and be on guard against the possibility that the objectives of the Airport Administration become obscured, diluted, or lost. The PCA wholeheartedly supports the efforts of the Airport Administration in this area. In a recent Redwood City Tribune article, the president of the San Mateo County Organization of Deputy Sheriffs admits that the Airport Police already handle 90% of the calls for police services at the airport. What we seek is the recognition for what we already do, and recognition for what has been upheld in the courts but denied in practice, that we are in fact Police Officers.

The Airport Police do not seek to be compromised or melted down. I fear that alienation and apathy would be the result, and morale would suffer a recession.





## Protest Letters Received Before March 20, 1979 Meeting

Mr. Jan Blais  
Chairman, Airlines Policy Committee  
United Airlines  
San Francisco Int'l Airport

Leonard H. McIntosh  
Executive Director, Jet West  
3700 Grant Drive  
Reno, Nevada 89509

Mr. Jack L. Eisenberger  
Eisenberger & Associates  
2845 Noriega Street  
San Francisco, CA 94122

Mr. John M. McCutcheon  
President, Cal. Aviation Council, Inc.  
25860 Ridgewood Lane  
Los Altos Hills, CA 94022

David Morris Co.  
1376 Sutter Street  
San Francisco, CA 94109

Ms. Jeanne R. Gibson  
Legislative Chairperson  
Redwood Empire Chapter 99's  
9 Jo-Lin Court  
El Sobrante, CA 94803

Stephen R. Sullivan, President  
ARIS Helicopters Ltd.  
San Jose Municipal Airport  
San Jose, CA 94110

Ms. Marcia Schofield  
P.O. Box 686  
Solano Beach, CA 92075

Mrs. Sandra L. Dennison  
538 Bruce Court  
Santa Rosa, CA 95401

B. A. Goetz, President  
A Goetz & Son, Inc.  
9253 Jacoson Road  
P.O. Box 7007  
Sacramento, CA 95826

Mr. John G. Lamb  
President, Santa Clara County  
Farmers' Association  
P.O. Box 13  
Santa Clara, CA 95052

Leonard R. Haosken  
Col, USAF (Ret.)  
775 Sycamore Avenue  
San Bruno, CA 94066

Douglas T. Silver, President  
Silver Metal Products Inc.  
840 National Avenue  
Hayward, CA 94545

Mrs. Dean F. Winn, Jr.  
408 Baylor Drive  
Woodland, CA 95695

Capt. D. T. Bayley (UAL)  
108 Candlelight Drive  
Santa Rosa, CA 95401

Hazel J. Neal  
9201 Hayvenhurst Avenue  
Sepulveda, CA 91343

Mr. Frank Weishaar  
Weishaar, Weishaar Assoc., Inc.  
50 Price Avenue, Suite #4  
Redwood City, CA 94063

Elizabeth Svenson  
15341 Limac Street  
Van Nuys, CA 91406

Capt. H. M. Quinn (A.A.)  
American Airlines  
SFO  
San Francisco, CA 94128

Suzanne Janeovsli  
5041 Medina Road  
Woodland Hills, CA 91364

Mr. Robert A. Richardson  
Executive Director  
Helicopter Association of America  
156 - 15th St., N.W., Suite 610  
Washington, D.C. 20005

Evelyn Mewey  
9052 Cedros Avenue  
Panorama City, CA 91402

Melinda M. Lyan  
1130 Linda Flora Drive  
Los Angeles, CA 90049



Marian M. Miff  
P. O. Box 4752  
Thousand Oaks, CA 91359

Barbara Kadish Michaels  
1424 Amherst Avenue  
Los Angeles, CA 90025

Elynore Rickabaugh  
5123 Melvin Avenue  
Tarzana, CA 91356

Brigitte Wegmann  
14875 Novice Street  
Sepulveda, CA 91343

Gloria J. Tornbam  
17728 Los Alimos  
Granada Hills, CA 91344

Marjorie L. Morong  
24688 Golf View Drive  
Valencia, CA 91355

Ann R. Schneider  
8410 Grand View Drive  
Hollywood, CA 90046

Louise Martin-Vegue  
14516 Magnolia Boulevard  
Sherman Oaks, CA 91403

Diana H. Gellathy  
26323 Forrey Pines Drive  
Newhall, CA 91312

Virginia Rainwater  
6714 Enfield Avenue  
Reseda, CA 91335

F. E. Ramirez  
15903 E. Doublegrove  
La Puente, CA 91744

Ms. Nancy P. Adel, Attorney  
3383 Wilshire Blvd, Suite 444  
Beverly Hills, CA 90211

C. M. Holmes  
20126 Runnymede Street  
Vanoga Park, CA 91406

Carol Riley  
401 Kling No. 27  
Burbank, CA 91505

Judy Rifkin  
7813 Roscoe Boulevard  
Northridge, CA 91325

Ann Chesis  
(Private Pilot)  
No address

Rosemarie Finch  
No address)

R. J. Cole  
114 Hamlet Drive  
Concord, CA 94521

Ms. Nina Rookaird  
779 Sharon Drive  
Concord, CA 94519





AIRCRAFT  
OWNERS  
AND  
PILOTS  
ASSOCIATION

TESTIMONY OF

JOSEPH R. CROTTI

Consultant, Aircraft Owners & Pilots Association

Before

Airports Commission

City and County of San Francisco

Regarding Amendments to San Francisco International

Airport - Schedule of Rates and Charges - Common Use Facilities,

March 20, 1979



I am Joseph R. Crotti, West Coast Representative of the Aircraft Owners and Pilots Association.

AOPA is a nationwide non-profit membership association of over 225,700 aircraft owners and pilots, and I might add 35,812 reside in California. Our members own over 70 percent of the general aviation aircraft in this country and fly 65 percent of the general aviation hours flown. Our members are users of the San Francisco Airport as well as all of the other airports in our national airport system, so we have a vital interest in the matter being considered at this hearing.

We have received a copy of your letter which was sent to a few select people informing them the Airport Commission would place on it calendar for consideration at its February 20, 1979, meeting the following item:

"Resolution setting public hearing relative to amendments to San Francisco International Airport - Schedule of rates and charges - Common Use Facilities."

The public hearing was set for March 6 and then postponed until March 20th relative to proposed amendments in the following parts of the schedule of Rates and Charges - Common Use Facilities:

"Part I - Definitions

Part III - Aircraft Operations Charges

These amendments would subject all aircraft to an operations charge of \$1.03 per thousand pounds per landing except in the case of scheduled air carriers who commit themselves to a minimum payment of not less than \$200 per month". The notice did not contain any further details.

The notice failed to mention the \$25 minimum charge for all aircraft. In fact, by the very absence of the minimum charge and the small numbers of users notified of this hearing, it leads us to believe that the Airport Director was being very misleading and unfair to the General Aviation users as to the true facts.

Recent remarks in the press quoted the Airport Director, Mr. Heath, as being clearly rankled because the present federal law prohibits public airports from barring General Aviation aircraft. The irresponsible remarks about the hazardous "puddle-jumpers" and the "knee jerk" reaction to the recent mid-air collision which occurred over San Diego involving an airliner and a general aviation aircraft by the Airport Director lead us to believe that what he is trying to do is to circumvent the Federal regulations and force General Aviation off San Francisco airport.





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Mr. Heath has been particularly critical of Congress for failing to enact legislation that would separate commercial and General Aviation. This Commission at the urging of the Airport Director adopted a policy that General Aviation will not be encouraged and there will be no expansion of General Aviation facilities at San Francisco Airport.

It has been reported to us that the purpose of these increased fees is to discourage use by General Aviation to the point where they will move off the San Francisco Airport. This would then permit the Airport Department to use the General Aviation common use facilities for air carrier and air cargo expansion. In essence, this would achieve what Congress and the Federal regulation now prohibit - moving General Aviation off the San Francisco Airport.

First and foremost, I wish to emphasize that the facts of the San Diego collision do not warrant the anti-General Aviation restrictions which some have suggested in the aftermath of that collision. The facts disclosed to date show that the General Aviation aircraft was doing just what it should have been doing, and operating under the guidance of Federal air traffic control, when it was struck from above and behind by the airliner. General Aviation aircraft do not endanger airliners any more than other airliners endanger airliners. Trying to make General Aviation the scapegoat in this accident is not only unfair, but unjustified by the facts.

Also, it is very important to emphasize that devising restrictions to curtail General Aviation at airports served by the airline is impractical and nonsensical. General Aviation is the largest user of our national airspace system. It is more than 98 percent of the civil aircraft fleet, operating more than twice as many turbine powered aircraft as do the airlines. It flies 38 million hours a year compared to 6 million for the airlines. It serves 14,000 airports compared to 600 for the airlines. It transports more than 100 million persons inter-city each year -- that's more than the combined total of 26 of the 31 Federally certificated airlines. And, General Aviation is more than moving people, it's moving cargo, it's an invaluable aid to agriculture, photography, police work, fire fighting, pipeline and power line patrol and a host of other activities.

The airlines concentrate their activities at a few major airports. More than 50 percent of the departures are at only 25 locations.



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It is General Aviation which intergrates the total airport system for this nation. At a few major airports, such as San Francisco, General Aviation uses them - 1) principally because of connections with the airlines; 2) because there are no alternate facilities available; or 3) because it is operating air carrier type aircraft which need the longer runways and other facilities. For example, at San Francisco, General Aviation provides the basic air connection between the great San Joaquin Valley, Sacramento Valleys and mountain communities of northern California. There are 2045 airport or heliport bases in the State of California and only 27 of these have scheduled certificated route carrier service.

Since 1968, Certificated Carrier service has been downgraded and diminished in the San Joaquin Valley, Sacramento Valley, northern California and coastal areas, leaving mostly General Aviation to provide air transportation connections with San Francisco.

Presently, San Francisco ranks as the country's 22nd busiest airport, with 355,896 plane movements. In California, it ranks behind such airports as Santa Ana (2), Van Nuys (3), Long Beach (4), Los Angeles (6), San Jose (7), and Oakland (9) on the national rating.

Of these, 295,993 ( 82 percent) are air carrier operations, it ranks number 7 in the U. S. for air carrier movements. The rest of the traffic is divided: 56,031 ( 16 percent) General Aviation, 3,872 ( 02 percent) military. A large percentage of the General Aviation annual operations are commuter, air taxi service and San Francisco based corporate and business aircraft.

It is obvious that the proposed high minimum landing fee will do very little to reduce the General Aviation operations which remain at San Francisco. It will only cause a further need-less inflation in aircraft operating cost.

In my opinion, it is also important to talk about Federal airport aid which has gone into this airport - all in furtherance of the objective of establishing a national airport system available to all users. San Francisco has received a total of \$42,929,633.00 in Federal airport aid grants. When these grants were made, the City of San Francisco explicitly promised that the airport would be available to all users on fair and reasonable terms, and without unjust discrimination. We suggest that the proposed fee would be unfair, unreasonable and discriminatory, in violation of the agreement with the Federal Government and the taxpayers of this country.



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A claim often used as an attempted justification for excessive costs is that General Aviation does not pay its "Fair share". This is absurd. General Aviation pays substantial amounts for the facilities it actually needs. These aircraft have no requirement for the runways that are two miles long and 150 feet wide. Most General Aviation aircraft can operate off runways one-third the size of those at San Francisco airport -- but they are not available. If an airport fails to install facilities compatible to the needs of the users, it should not penalize those who must use the facilities which are far in excess of their needs.

In our meeting on March 9, 1979, in the Deputy Mayor's office with Mr. Heath, Mrs. Ruth Kadish, President of the Commission and several local General Aviation users of San Francisco, Mr. Heath was very contradictory in many of his statements.

He was quoted by the news media that General Aviation produces large revenues for San Francisco. In the same breath he tells us that there is a very small amount of General Aviation activities on San Francisco airport and needs to raise the landing fees to produce more revenue.

On the other hand, he states that the increased landing fee will raise very little revenue, a point which we totally agree on. All the discriminately high minimum landing fee would do, is to further alienate and discourage General Aviation from using San Francisco airport. It would certainly not raise revenues, but it would certainly help to discourage and eliminate General Aviation from San Francisco.

Mr. Heath feels that the \$25 minimum landing fee is on the high side of what he thinks is reasonable. He states that he would recommend a lower minimum landing fee charge if there was some way to distinguish between types of General Aviation classes - Corporate, air taxi, commuter and the occasional small aircraft or guy who flies to the airport to bring his wife to San Francisco to shop for the day.

What Mr. Heath wants is to get rid of what he calls puddle jumpers - something he has not been able to define without being discriminatory.

Yet, he says he does not want to keep General Aviation off the San Francisco airport. Only last week he wrote a letter to AOCI requesting their aid in getting regulations passed to keep General Aviation off air carrier airports.



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The Airports Director wants to eliminate certain General Aviation aircraft from using San Francisco because Mr. Heath feels that they are causing air traffic control problems.

The Chief of the Bay Area TRACON states that there is no problem with air traffic mix. The National Transportation Safety Board reports do not indicate a problem with light aircraft accidents on San Francisco Airport. The type of training and pleasure aircraft that Mr. Heath is concerned about are already kept out of the area almost entirely by FAA requirements of the TCA for the San Francisco Airport. AOPA agrees with the concept that users should accept a fee structure that is reasonably reflective of facilities used. General Aviation already pays such a fee in Federal, State and Local fuel taxes, part of which goes directly to the San Francisco Airport. No such fees are paid by the airlines. Any unnecessary user fees imposed on aircraft operations by designation, make, model or type of aircraft or specified type of operations are discriminatory and unjust and should not be permitted.

AOPA'S RECOMMENDATIONS ARE:

1. That the \$25 minimum landing fee be eliminated. General Aviation is already paying its own way.
2. That the Commission change its discriminatory policy of no growth for General Aviation. General Aviation should be treated equally with air carriers in regards to use and availability of the airport and facilities.
3. That the Commission and the Airport Manager clarify its policy, that it is not discriminatory against General Aviation nor will it preclude it from using San Francisco Airport.

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AIRPORT COMMISSION

TESTIMONY OF  
DAVID MORRIS  
NATIONAL AIR TRANSPORT ASSOCIATION

BEFORE  
AIRPORTS COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO

REGARDING AMENDMENTS TO SAN FRANCISCO INTERNATIONAL  
AIRPORT - SCHEDULE OF RATES AND CHARGES - COMMON USE FACILITIES.

MARCH 20, 1979



*David Morris Co.* 1376 SUTTER STREET  
Phone: PR1-1376 SAN FRANCISCO, CALIFORNIA 94109

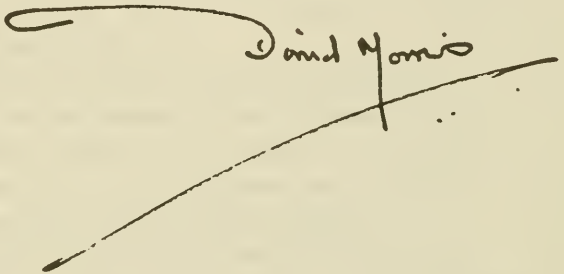
THE AIRPORT COMMISSIONS PROPOSALS OF THE \$25 LANDING FEE FOR GENERAL AVIATION IS CONCEIVED AS A VEHICLE OR A MEANS OF DRIVING NON-AIRLINE FLIGHTS OUT OF THE AIRPORT. AIRLINE COMPANIES ARE NOT PUBLIC UTILITIES AND ANY ATTEMPT TO GIVE THEM PREFERENTIAL TREATMENT IS IN DIRECT VIOLATION WITH AGREEMENTS SIGNED BY THE CITY AS A RECIPIENT OF AIRPORT DEVELOPMENT AND PLANNING FUNDING. THE AGREEMENT EXPLICITELY STATES THAT THE AIRPORT WILL BE AVAILABLE FOR PUBLIC USE AT REASONABLE TERMS WITHOUT ANY DISCRIMINATION. ANY VIOLATION AND EXHORBITANT FEES PLACED BY THE COMMISSION BORDERS ON MALFEASANCE.

IT IS WRONG AND ARROGANT OF THE AIRPORT COMMISSION TO ATTEMPT TO DENY COMMERCIAL AND BUSINESS AVIATION ACCESS TO THE SAN FRANCISCO AIRPORT, SAFETY IS NOT THE ISSUE. EXECUTIVE AND CORPORATE PILOTS ARE TRAINED TO THE SAME HIGH STANDARDS, PASSING THE SAME FEDERAL TEST, OFTEN UTILISING THE SAME TYPE OF EQUIPMENT AS THAT OF THE AIRLINES. SAN FRANCISCO, UNLIKE OTHER MAJOR CITIES DOES NOT HAVE THE FACILITIES SUCH AS FEEDER AIRPORTS IN CLOSE PROXIMITY WHICH CAN BE UTILISED BY AIRCRAFT REQUIRING INSTRUMENT LANDING SYSTEM OR RUNWAYS LARGE ENOUGH TO ACCOMMODATE BUSINESS JETS.

OUR AIRPORT, IS DEEPLY IN DEBT AND TO QUOTE W. HEATH, AIRPORT DIRECTOR "GENERAL AVIATION BRINGS IN A GOOD DEAL OF REVENUE TO THE AIRPORT, BUT SHOULD SAN FRANCISCO ONE DAY DECIDE TO TOTALLY BAN GENERAL AVIATION IT WOULD MEAN A SUBSTANTIAL LOSS IN REVENUE".



THE PASSING OF PROPOSITION 13 HAS INDICATED THE PUBLIC .  
WILL NO LONGER TOLERATE THE SQUANDERING OF PUBLIC FUNDS INDIS-  
CRIMINATE SPENDING AND POOR BUSINESS PRACTICE BY ELECTED OR  
APPOINTED OFFICIALS. THE AIRPORT HAS TO BE RUN WITH A GOOD  
BUSINESS ACCUMEN AND REALISING A PROFIT FOR THE COMMUNITY. AS  
A FORMER GRAND JUROR I FEEL THIS WOULD BE A FISCALLY IRRESPONSIBLE  
ACT BY DRIVING BUSINESS AWAY. I URGE THE COMMISSION AND THE MAYOR  
NOT TO BE INSENSITIVE TO THE NEEDS OF THE AVIATION COMMUNITY.

A handwritten signature in dark ink, appearing to read "David Morris". The signature is written in a cursive style with a large, sweeping initial "D". A long, thin horizontal line is drawn across the bottom of the signature.



3-Quinn

~~PRESIDENT CADISH~~~~MEMBER COMMISSION~~

COMMISSION MEMBERS

GOOD AFTERNOON

My name is Herbert Quinn, Captain, American Airlines. I reside in Santa Rosa, California.

I will read today from a prepared statement in rebuttal to the proposed minimum landing fee at San Francisco. *THERE ARE MANY FACETS TO THIS QUESTION I WILL ADDRESS THOSE I CONSIDER MOST*

Mr Heath, SFO Director of Airports was quoted in Aviation Week magazine *GERMANE.*

shortly after the San Diego accident of last September 25th. He compared the flight of general aviation aircraft into SFO as to the mixing of bicycles into freeway traffic. We who are users of the system are aware that there is no "mixing" of aircraft at SFO, in fact there is a separation, a radar separation. The implementation of additional TCAs is the action being taken by the FAA as the solution to the San Diego type accident, so we see the federal governments position is that we with our Group One TCA have the ultimate safeguard, known at this time, to insure no "San Diego" accident here. One wonders exactly what Mr. Heaths motives really are.

The usage of SFO by general aviation is quite limited in relation to air carrier movements. Last week the FAA released to me the packet of departure strips for Thursday 8 February, 1979, a 24 hour period. After sorting and counting the strips, I found 325 air carrier departures, 58 light twins, 25 light jets and light turbo-props, and 25 light aircraft.

All of the 25 light aircraft noted for the 24 hour period are of a performance envelope <sup>CAPABILITY</sup> that allow them to be reasonably compatible with air carrier and other users at the airport, i.e., not over 20 knots slower than most air carrier aircraft, as flown on the approach.

In a conversation with an FAA official on March 9th 1979, he approximated that 75% of the funds for improvements and maintenance at SFO are federally funded. As a taxpayer, I personally do not see that the city has the option to levy landing fees that are obviously discriminatory in nature, and by the airport directors admission, designed to discourage use of public facilities by general aviation.

Having recently completed my 102nd trip into SFO in light aircraft, <sup>IN THE PAST 20 MONTHS,</sup> I can assure you that priority is not given to small aircraft. Quite the contrary, we are held well away from the approach and departure flight paths until a "hole" can be found for us in the traffic flow. In my experience both as an airline pilot, and as a private pilot, I cannot recall any instance at SFO where a small aircraft has caused any delay or inconvenience for air carrier movements.





## IN SUMMARY I OFFER THESE ALTERNATIVES:

1. Status Quo
2. Further study by a group representative of the various factions.
3. Flat monthly fee for frequent users, based on a weight formula
4. Graduated landing fee, based on traffic peak hours
5. Reservations arrival system, based on peak hour traffic flow, i.e., so many non air carrier aircraft per hour based on scheduled arrivals for that time period. *REQUIRE IFR FLIGHT PLANS INTO &*
7. Re-activation of light aircraft runway 29 *TO BE ABLE TO LAND -  
NO "POP-UP" TRAFFIC  
OVERBURDEN SYSTEM -*



ard of Supervisors



# COUNTY OF SAN MATEO

COUNTY GOVERNMENT CENTER • REDWOOD CITY • CALIFORNIA 94063

**BOARD OF SUPERVISORS**

EDWARD J. BACCIOCCO, JR.

JAMES V. FITZGERALD

FRED LYON

WILLIAM H. ROYER

JOHN M. WARD

Eileen Kenyon White  
EXECUTIVE OFFICER

(415) 364-5600

EXT. 4566

March 20, 1979

Airports Commission  
San Francisco International Airport  
City and County of San Francisco  
San Francisco International Airport  
San Francisco, CA 94128

Honorable Members:

Aircraft used in both airline and general aviation operation is part of the overall transportation system of San Mateo County. In addition to San Francisco International, there are two airports situated within San Mateo County at San Carlos and Half Moon Bay.

Although an extension of the San Carlos runway is planned, at present, only San Francisco Airport is suitable for use by the larger turbine powered general aviation aircraft. Further, only San Francisco Airport is equipped with instrument landing systems permitting landings during periods of low visibilities and ceilings.

If the Commission finds that an increase in landing fees is needed for production of revenue, any such increase should be fair and equitable to all users of the Airport facilities.

In the absence of any demonstrated safety hazard or other urgent reason, unreasonably high fees should not be assessed as a means of discouraging any group of users.

Sincerely,

WILLIAM H. ROYER  
Supervisor, Fourth District

WHR/cr



Interhospital aeromedical patient transport  
cessna 414's + 402's, turboprop, ATR pilots

Volume 700+, 50% involving SFO

2 landings per flight.

Only AA service of its kind in Ca

Emergency response procedure estab  
w/ major medical centers in No Ca.

Referral system w/ outlying district  
for accessibility to definitive care;  
neonat, ob, cardio, CPU, Burns, Pediatric, Trauma, etc;  
Economic impact \$54/flight  
\$43,200.00

Must be passed on to patient.

65% involve State + fed fiscal  
intermediary at least in part  
\$28,080.00

Unable or unwilling to pay -  
AAI cannot absorb the cost

Must take off + land from  
alternate airport (SFO).

Current response time 45 min

Double delay - team to patient

Patient to major med center

Traffic at different times of day

Higher cost - ground vehicle

Mortality + morbidity rates from  
No Ca Infant Med Disposal Center  
↓ 75% since advent of air transp.

Net results: Higher cost of med  
care or longer response time  
and longer transit time -  
further endangering life + welfare



Program just beginning to  
develop - If full potential  
coordinate cost containment  
quality medical care.  
Obstacles will discourage  
usage.

Jean Hope, Administrator  
Air Ambulance Inc.  
795 Skyway Blvd.  
San Carlos  
591-9655





Lifetime Airlines is a scheduled commuter <sup>air taxi</sup> + charter operator -  
 I am also a general aviation pilot + member of 79's <sup>using A/C under 10000 #</sup>  
 Airport Personnel & TWA & Traycon - for courteous  
 & efficient handling of our flights - I am sure the tower  
 would affirm my comments on the "safety" of co-mingling  
 small & large A/C ~~under their direction~~  
 due to Dicks & the exit of trunk carriers from small  
 communities you may expect an incr. commuter  
 activity - Under "Small Communities Section" of CAB  
 AB is required to find replacement carriers to <sup>provide</sup> ~~provide~~ "essential service" for these communities <sup>to</sup> ~~to~~ <sup>prop</sup> ~~prop~~  
 replacement carriers will be third level / Commuters flying  
 A/C to ~~prop~~ Sep. of 5-8-16-19-30 - making more freq.  
 able to serve small community needs - 70-80% of these par  
 will be interlining to major carriers - These A/C cause re  
 diverse impact - either environmentally or physically  
 provide essential service, unjust, discriminating fees  
 any kind will discourage entry of replacement  
 carriers to communities such as Monterey, Merced, Okfus,  
 California & these denying these communities good public  
 is transport. The splash made here at SFO can have  
 bad wave effects throughout the state - thru denial  
 feeder line air service - a great % may drive to the  
 airport & increase your ground operations problems  
 to mention ~~that~~ <sup>that</sup> no energy consumption <sup>in the area for discussion</sup>  
 Do may decide not to connect with carriers at SFO at all.  
~~can large carriers lose factors~~ - I hope you can consider the direct  
 and other effects - ~~specific~~ indirect effects - on other areas



**AVIATION METHODS, INC.**

James E. Markel - President

San Francisco International Airport  
San Francisco, California 94128  
(415) 952-9400 Telex: 331-466

March 27, 1979

**RECEIVED**

MAR 30 1979

COMMISSION SECRETARY'S OFFICE

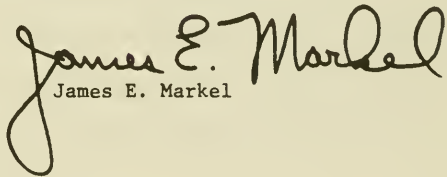
Mr. Eric Craven  
Secretary to the Airports Commission  
Room 400 Central Terminal Building  
San Francisco International Airport  
San Francisco, California 94128

Dear Mr. Craven:

Enclosed is the text of my comments given at the Commission's public hearing March 20.

I appreciate the opportunity to express my views.

Very truly yours,

  
James E. Markel

JEM/rsc  
enclosure



President Kadish,  
Members of the Airports Commission,  
Ladies and Gentlemen

**RECEIVED**  
**MAR 30 1979**  
**COMMISSION SECRETARY'S OFFICE**

My name is Jim Markel. I am with Aviation Methods Incorporated, a tenant of San Francisco International Airport. I would like to comment on the proposed increase in user fees.

In light of what may be viewed as somewhat sensationalistic public statements by San Francisco airport officials in the aftermath of the San Diego tragedy, I think it is extremely important for the Commission to define their goals in resolving to impose significantly increased landing fees.

If this action has its basis in economic justification, it is one thing ..... although one would certainly have to question why other obvious revenue opportunities on the airport are not being pursued. If this action is being taken in the name of safety, it is quite another matter.

Safety is a state of mind; an attitude ..... it cannot be legislated or economically motivated with any significant degree of long range success.



There is not, hopefully, a person in this room who would not like to set back the clock and prevent the tragic mid-air collision in San Diego. The fact is that it did happen ..... irreversibly ..... between two aircraft operating within the system, and that the comparative size of these aircraft had little to do with the outcome. An attempt to force smaller aircraft out of the system without correcting the system itself, is not a productive solution. Additionally, the sort of punitive action contemplated penalizes all of those who ultimately pay a large part of the total cost of running our air transportation system.

If the Airports Commission and Staff honestly believe they can improve safety by raising fees, then they should also consider the following:

- o Imposing an economic penalty on aircraft that land with less than a specified amount of reserve fuel to avoid the type of accident that occurred in Portland, Oregon recently;
- o Fining aircraft operators whose crews cannot pass an instrument procedures examination to avoid the tragedy that occurred west of Washington, D. C. several years ago;





- o And, similarly, require that landing fees increase in magnitude if flight personnel cannot pass a cockpit situation awareness test, to avoid the type of accident that happened recently near the Pensacola, Florida airport.

There are, of course, many other similar examples ..... all equally impractical. Such actions would not work, but they would be in line with the logic that I perceive to be behind the proposed increases in landing fees.

There are a number of responsible people on the airport with extensive operational credentials who I am sure would donate their time to provide the professional expertise to resolve any operational problems that do in fact exist. I personally would gladly spend whatever time is required if the Commission elects to look at the total picture from a basis of informed judgement. I urge you to consider seeking input from knowledgeable airport tenant and user representatives, who are actively involved in the real world operating environment, to clearly define the problems and work productively with you toward their resolution.

There is a plaque in the terminal building that reads "Dedicated to the Airborne Commerce of the World". That ideal dictates dedication to realistic courses of action to have San Francisco International keep pace with its responsible role in our Air Transportation system.

Thank you for this opportunity to share my thoughts with you.



GENERAL AVIATION FORUM  
P.O. BOX 1191  
SAN CERRITO, CA 94530

March 15, 1979

Ruth Cadish, President  
SFO Airport Commission  
San Francisco International Airport  
San Francisco, CA 94128

Dear Madam President:


Please accept the attached data sheet and statement as my personal opinion on the proposed landing fee increase.

As a consultant to General Aviation, I have contact with a broad spectrum of General Aviation users in the State of California. And, as a FAA appointed Accident Prevention Counselor, I volunteer a significant amount of my time to presentations of safety seminars. It is with this background that I feel I can offer an expert opinion.

The proposed increases will ultimately not serve San Francisco's best interests. The facts indicate that it will not improve safety. Financially, SFO will benefit only until the Airlines decide that they can do much of their business from Oakland. And under Federal regulations, discrimination against any class of aircraft can cause forfeiture of funding.

No decision can be made in a vacuum. I hope the Commission will carefully consider all of the facts before making a final choice.

Sincerely



Charles M. King, III  
Consultant



## GENERAL AVIATION FORUM

030479/1

## FISCAL YEAR 1977

San Francisco

	Total	Air Car	Air Taxi	GA	Mil
Itinerants Ops	342,578	254,660	32,649	50,434	4,835
Local Ops	0	0	0	0	0
Total Ops	342,578	254,660	32,649	50,434	4,835
Percentages		(74.33%)	(9.5%)	(14.72%)	(1.4%)

<u>Lindberg</u> (I)	161,008	76,694	9,969	69,555	4,790
<u>San Diego</u> (L)	44,029	0	0	37,831	6,198
(T)	205,037	76,694	9,969	107,386	10,988
(P)		(37.4%)	(4.86%)	(52.37%)	(5.3%)

<u>San Jose</u> (I)	262,942	59,071	13,897	189,351	623
(L)	234,980	0	0	234,688	292
(T)	497,922	59,071	13,897	424,039	915
(P)		(11.86%)	(2.79%)	(85.16%)	(.18%)

<u>OAKLAND</u> (I)	214,712	41,097	12,412	159,675	1,528
(L)	237,596	0	0	234,077	3,519
(T)	452,308	41,097	12,412	393,752	5,047
(P)		(9.08%)	(2.7%)	(87.05%)	(1.11%)

10 BUSIEST AIRPORTS with FAA Control Towers - 1977

(% is total of GA + air taxi. Difference is airline + military)

	GA	Total Operations
1. Chicago O'Hare	18.0%	741,272
2. Santa Ana, CA	95.2%	639,624
3. Van Nuys, CA	99.4%	592,863
4. Long Beach, CA	98.6%	573,858
5. Atlanta, GA	10.0%	516,558
6. Los Angeles, CA	27.3%	500,976
7. San Jose, CA	87.5%	487,005
8. Denver, CO	46.2%	466,206
9. Oakland, CA	89.3%	457,469
10. Opa Locka, FL	97.1%	450,288

## NATIONAL TRANSPORTATION SAFETY BOARD

ANNUAL REVIEW OF AIRCRAFT ACCIDENT DATA -- GENERAL AVIATION  
Calendar year 1977

## Conclusions (page 21)

"The total accident rate (per 100,000 hours) decreased from 11.6 (1976) to 11.1 (1977). This total accident rate is the lowest since 1938 when these data were first recorded."

"The fatal accident rate decreased from 1.92 in 1976 to 1.82 (per 100,000 hours) during 1977. The reduction below the 2.0 level to 1.82 is also the lowest fatal accident rate record."

"The decline in accident rates continued a decreased trend over the past 10 years."



## GENERAL AVIATION FORUM

030479/2

The purposed increases in the landing fees at San Francisco International are opposed by a board spectrum of General Aviation users because:

1. It is not related to safety,
2. General Aviation already pays its fair share of taxes, fees, ect.,
3. Such changes are clearly discriminatory towards lighter weight aircraft.

FAA Administrator Langhorne Bond has publicly stated that there is not special hazard in continuing the mixture of General Aviation and Certificated Airline operations at our Nation's airports.

The attached abstracts taken from official records of the FAA and the National Transportation Safety Board clearly show that despite vastly increased numbers of aircraft flying both General Aviation and Airline safety has never been greater.

Because of the federally imposed Terminal Control Area or TCA at SFO, blanketing much of the Bay area to an altitude of 8,000 feet and with a maximum radius of 25 nautical miles, the type of aircraft entering this airspace and the proficiency of the pilots operating them is already highly restrictive.

The suggested ban of General Aviation aircraft from SFO would do nothing to increase aviation safety. In fact, local FAA officials feel there would be a greater hazard if the airport were not set up to handle all types of operations.

General Aviation is not insignificant. In many ways, General Aviation is the most significant segment of our National Air Transportation System. For instance, the GA fleet is 98.8% of our civil fleet, numbering over 185,000 aircrafts, while the Airlines account for only 1.2% or 2,226.

General Aviation flew 86.8% of all of the hours or 38 million hours in 1977 compared to the Airlines total of 5.8 million or 13.2%

General Aviation covered 64.6% of all the miles or a total of 4.6 BILLION miles compared to the airlines' 35.3% or 2.5 billion miles.

Nearly one third of all business flights into major airports each year is to connect to scheduled airline flights.

In intercity transportation, General Aviation carried more people than the three biggest U. S. airlines combined.





GENERAL AVIATION FORUM

030479/3

And General Aviation does all of this while using only 7.5% of all the aviation fuel consumed in the U. S. Additionally, GA aircraft do not need the massive runways that the Airlines require. 90% of the GA fleet can operate off 3,000 foot runways while over 90% of the airliners need more than 6,000 feet.

The often drawn distinctions between private vs. public and commerical vs. non-commerical, as were made in a recent San Francisco Chronicle Editorial, are based on errors of fact.

All of United's, TWA's, ect., aircraft are no more publicly owned than any of General Aviation's. All of the aircraft of the airlines are privately owned by giant corporations for the sole purpose of earning a profit for the company.

And it is a fact that it is not the airlines who pay for the landing fees and the various taxes, it is the airline passenger who pays.

Proportionally, the GA aircraft owner-operator pays a much higher percentage of these various fees and taxes than does the individual airline passenger.

Additionally, nearly seventy-five percent of all GA operations are for commerical or business purposes. Right now, GA contributes over \$5 BILLION directly to our Nation's economy and that amount is expected to increase to \$7.5 billion within the next five years.

The facts speak for themselves. The purposed increase in landing fees has nothing to do with the Public's best interest nor with safety. The sole basis for this discriminatory fee structure seems to be the disastrous financial condition of the San Francisco Airport. To suggest any other rationale could be interpreted as an attempt to manipulate the public into paying more money for something they are not getting. That something is increased safety. And such misrepresentations are not in Aviation's or the Public's best interests.



*Ray Peterson*

San Francisco Aviation Commission Proposal for \$25.00 Landing Fees

Chairman and Members of San Francisco Aviation Commission:

I am Ray Peterson. I live in Petaluma and I am a member of the Sonoma County Aviation Commission. I am here today to explain to you why the Sonoma County Aviation Commission is opposed to your proposal to adopt a \$25.00 minimum landing fee.

Air travel on major trunk airlines is not an end to itself. The passenger must get from his home to the airport, take the major trunk line, get from that major airport to the final destination. At the San Francisco International Airport as with all large airports, the major problem is not moving aircraft but moving people, their baggage and the storage of their automobiles. For the Sonoma County air traveller, the options for getting to the San Francisco Airport to catch a flight are: limited limousine service, Golden Gate Transit bus with transfer to taxi or limited airport limousine service, third level air carrier, a large number of air taxi services or driving their own automobile.

The most desirable from an energy efficiency and traffic congestion standpoint is to improve the third level air carrier transportation. This will take time however and the air taxi operation which compliments it is a direct contributor to the success of the third level carriers. If you adopt this \$25.00 minimum landing fee, it will effectively eliminate the air taxi service to San Francisco Airport. It currently cost \$25.00 per passenger on the West Air Commuter Airline from Sonoma County Airport to SF Int'l and it is \$30.00 per passenger down to \$20.00 with a full air taxi from Petaluma.



-2-

If a passenger can make connections with the commuter airline at both ends of their proposed trip, they'll take that service. However, if it only matches at one end, it's economical for them to take the commuter airline one way and an air taxi the other. If you put the air taxi service out of business with your discriminatory landing fee, it will also hurt the third level carrier. The passenger who cannot make connections with the commuter airline at both ends of their trip is forced into their automobile as the most probable means of transportation.

Now, some will refute this by stating that there are ground transportation common carriers available. However, if you look at the frequency of scheduling of the limousine service, you'll note it is infrequent and won't handle many more passengers. There's also considerable delay during the traffic congestion. The Golden Gate Transit transfer is too complicated for most travellers to consider.

Therefore, I want to suggest to you that your action is detrimental to the environment, the traffic congestion and your already impossible task of storing automobiles on San Francisco Int'l Airport.

The Metropolitan Transportation Commission is charged with the responsibility to integrate all means of transportation. Through the Regional Airport Planning Committee, they are responsible for integrating air travel with the other transportation plans for the greater San Francisco Bay Area. We will urge them to look negatively on your proposal to exclude air taxis and other light aircraft carrying passengers into San Francisco Int'l.

Now, we all know this proposal is in response to the unfortunate occurrence in San Diego and there are those who say that it is unsafe to mix light aircraft with jet. And of course there are those who think that every light



-3-

aircraft is Sally or Johnny private pilot out for a lark. First to the safety question. It is not the light aircraft that is a problem there. It is whenever large jet aircraft are allowed to proceed VFR in a see and be seen mode that we have a safety problem. San Francisco Int'l is unique in its approach to handling air traffic in that it does utilize in effect arrival and to some extent departure corridor operations. There is through standard procedure good separation between the large jet and the small aircraft. Be it a third level carrier or an air taxi or private aircraft. As to the competency of the flight crews, I'm not aware of any airline in the U.S. that provides flight training from scratch. That is taking someone who wants to have a career in aviation and training them as a pilot. Therefore, the pilots who fly the air carrier airlines are either products of general aviation or a limited and decreasing products of the U.S. military. The present terminal control area configuration requires transponder equipped airplanes. Part 135 requires air taxi pilots to demonstrate their competency nearly to the level of an airline transport rating. Your facilities for general aviation on SF Int'l are so poor and inconvenient currently as to discourage most general aviation aircraft from arriving there unless they have passengers or business specifically on the airport. For the vacationing general aviation pilot, San Carlos, San Jose, Hayward, Oakland, Buchanan and our beautiful Sonoma County Airport provide more attractive alternatives than San Francisco Int'l so I don't believe your proposed action is really going to impact that segment of the flying public very much.

I would summarize and end by saying there is no objection to charging a landing fee on all aircrafts and basing that as you do, at \$1.03 per thousand pounds is a reasonable and equitable way to collect the revenues in proportion to the airport services use. But to establish a \$25.00 minimum discriminates on all aircraft under 24,000 lbs. will increase the pollution and traffic congestion on the highways leading to SF Int'l and will not improve the safety on small bit. Thank you.





*Scott B. Berman*

653 Beach Park Blvd.  
Foster City, Calif. 94404  
March 20, 1979

San Francisco Int'l Airport Commission  
San Francisco International Airport  
San Francisco, California 94128

Dear Sirs:

I'd like to offer my comments on the current proposal to charge a minimum \$25 landing fee at San Francisco International Airport in an effort to chase General Aviation off the airport. I speak with a background which includes an aviation engineering degree, seven years as a flight instructor, eight years as a military pilot and test pilot, and my current experience as an airline pilot flying Boeing equipment out of San Francisco every day. And frankly, I unequivocally oppose the measure. Here's why.

The proposed excessive landing fee is not a fair charge for the value of the services received by light general aviation aircraft. These aircraft require only a small fraction of the expensive facilities found at the airport. And yet payment is being demanded as if they weren't paying their fair share. When exactly the opposite is true.

San Francisco Airport receives about six million dollars a year in federal Airport Development Aid Program funds, money largely spent on facilities to handle large airliners. A large portion of these funds is provided by general aviation pilots across the U.S. in the form of a fuel tax paid by them. Indirectly, General Aviation more than pays its way at San Francisco Airport. It doesn't need an unfair landing tax applied on top of this.

Why, then, is such a landing fee being proposed? I think we can discover an answer when we look at the vicious campaign of fear that has recently been waged against General Aviation in the Bay Area. Light aircraft have been criticized as if they had been raining death and destruction upon the good citizens of this city, or were about to. Mr. Richard Heath, the airport director, loudly proclaimed to every media reporter who would listen that allowing General Aviation aircraft into big city airports was akin to letting bicycles on the freeways. He did his best to convince the news media that these aircraft aren't safe around his airport.

Well, Mr. Heath, you're wrong, dead wrong. And I'd be happy to prove it to you in a good debate, fact for fact, performance equation for performance equation. General aviation belongs at San Francisco International. Safely.

If you want to be fair about it, take a good look at the aircraft which are catching the headlines around our airport. A giant 747 which failed to make a safe takeoff on runway 1 in

*ARB*



RECEIVED

MAR 23 1979

3/22/79  
Mill Valley, Cal

COMMISSION SECRETARY'S OFFICE

TO: The Honorable Ruth Kadish and Members of the Airport Commission.  
From: Bert L. Botta, Airline Pilot for TWA and Private Aircraft owner.

Dear President Kadish:

After being at the 3/20/79 meeting in Room 282, I came away with an increased sense of urgency that the proposed \$25 landing fee definitely be abolished.

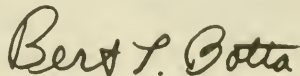
I am an Airline Pilot and currently fly 707's out of Sfo for TWA. I also have a Cessna 210 in partnership with 2 other people, based at Butler Aviation at the airport.

I have never had a problem either leaving or entering the SFO airspace in either of the 2 distinctly different types of aircraft that I fly. In one case, upon reentering the SFO TCA in my Cessna, I would not have blended as efficiently as desired, so the approach controller merely held me at a fix over the east bay until such time as I fit in perfectly with the jet traffic. Not once have I had to slow my 707 to wait for a general aviation aircraft or approach.

Members of the Commission, the proposed landing fee is outrageously exorbitant and far out of line with the safety considerations it supposedly addresses, since at SFO airport there appears to be no compromise to safety, either from the controller or pilot standpoints.

I hope you will abolish all thought of levying this highly inflationary and unnecessary fee and allow General Aviation to continue on its smooth, orderly and safe path to progress as well as providing the traveling public with a safe, economical and fuel-efficient method of travel.

Sincerely,



Bert L. Botta, TWA First Officer  
SFO





# JACK L. EISENBERGER AND ASSOCIATES

WHOLESALE CONTRACT FURNISHINGS • INTERIOR DESIGN

2845 NORIEGA STREET • SAN FRANCISCO, 94122

TELEPHONES 564-5959 564-7698

February 26, 1979

Airport Commission  
Room 282  
City Hall  
San Francisco  
California 94102

Gentlemen:

This is a protest <sup>against</sup> to keep general aviation planes out of San Francisco International Airport.

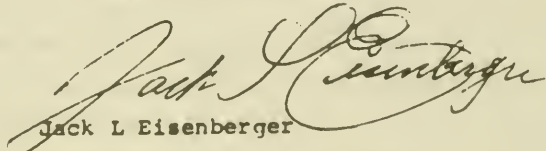
I am a pilot, having flown for thirty years and have all the qualifications of an airline pilot.

Being in business and using my plane for business, I have many occasions to use San Francisco International Airport to meet clients and to depart to many places not served by the airlines. It is both unfair and unnecessary to limit traffic into this airport for qualified planes and pilots and will result in a substantial loss of commerce to the city and county of San Francisco.

I urge you as a citizen and voter of San Francisco to fight this proposal.

May I take this opportunity to thank you for your co-operation in this matter.

Very truly yours,

  
Jack L Eisenberger

JACK L EISENBERGER & ASSOCIATES

JLE:lb

FEB 27 79



ATTENTION ~~PILOTS~~ <sup>(ALL)</sup> PILOTS WHO FLY  
PRIVATE AIRCRAFT INTO SFO TO  
WORK.

IF YOU ARE OPPOSED TO THE  
IMPOSITION OF A \$25.00 LANDING  
FEE AT SFO BY THE CITY, PLEASE  
SIGN BELOW:

NAME	ADDRESS	PHONE	AIRLINE	AVG. LANDING FEE MONTH
WENT THOMAS	208 1591 GARDEN GROVE CA 92041	714 539 572	FRANK COSSO	10
M. Love Gessner	P.O. Box 907 LAQUITA BEACH, CALIFORNIA 92052	714 489 3438	FRANK COSSO	10
OSWALD SPETH	RT 3 BOX 112A WIESENER RD 93672	503 262 3680	PAR	1 ✓
Col. J. J. C. C. C.	Col. J. J. C. C. C.	509	UAL	10 ✓
R.L. Canfield	1530 W. 17th St. Menlo Park	(650) 723 4261	310W	10-15
J. C. SWARD	P.O. Box 7104 Boise, Idaho 83729	208 345 5110	FRANK COSSO	7
R. GILL	717 Mayfair Ave. Yuba City	916 673 4163	5906M	15
P. OTT	P.O. Box 4545 Redding, CA	916 693 6644	K.P. Whittier	2
Paul LeVoguer	205 Dover Ct. Santa Rosa, CA	592 5596	WA	25
GAIL LEE BARTLETT	P.O. Box 308 Monte Rio, CA 91462	632 5397	5232L	2
Margaret Bock	1607 Nation Flight Serv. Santa Rosa CA	515 5506		
STEVE MATTHEWS	5058 CHARMIAN DR SANTA ROSA	539 9538	WESTAIR	5
J.R. Reinemer	5439 Vista Grande Dr. Santa Rosa	542 7084	UAL	8 ✓
R. H. HARRIS	500 BROWN ST. HAYWARD, CA 94544	433 2027	FRANK COSSO	10
W. J. Freeman	532 Woodrose Bakersfield, CA 93309	857 3413		1
W. J. Freeman	57 Hallam St. San Francisco CA	641 4600	PHL	8 ✓
RE E. LERS	605 MOSAIC ST. LIVERMORE CA	415 443 2622	LANDECK	50
T. Beck	6201 W. IMPERIAL HWY. LIT CA	415 371 1725		
C. Allen	3443 CONVENT RD. LILSBORNE OREGON	503 645 6631	FRANK COSSO	4
M. J. J.	7135 4E ALBANY, PDX	503 644 7470	WEST	4 ✓
M. J. J.	9591 MIRA DEL RIO DR. SACRAMENTO CA	916 363 7825	TWA	1 ✓
M. J. J.	3461 Crestview San Bruno CA	(415) 593 0183	UAL	3 ✓
M. J. J.	271 JEFFERSON Ave. Hayward CA	415 756 027	FRANK COSSO	5
M. J. J.	883 San Lucas Ave. Mt. View CA	415 605 4533	FRANK COSSO	15
M. J. J.	3053 BREWING RD. SAWHOLE SPRINGS CA 9562	916 677 9426	UAL	5 ✓
M. J. J.	1596 ROSITA, PALM CA 94022	415 355 1101	DAL	10 ✓
M. J. J.	411 MONARCH Bay, So. Laguna CA	714 459 1331		

5019 96 E





NAME	ADDRESS	PHONE	AirLine	AVG. LANDING PERSONS
E.R. Whitney	13338 Loma Rica, Grass Valley CA	916 272-3191	TWA	4
Bonnie Whitney	13338 Loma Rica Grass Valley	"	"	"
Tom W. Martin	8612 COLT DR BOISE ID.	202-383-2828	Idaho Power	4
La Dorgan	2500 LIBERTY TUR CITY OK	405 272-0681	PETROLEUM	2
Sam Sanger	1030 FINE AVE., NAPA CA	94558 707/255-9091	45/877-3630	20
Larry J. Long	RT 1 Box 729, Wilton Ca	92653 714/687-4400	AT&T	10
John H. Footeney	7767 LA RIVIERA DR, SACRAMENTO, CA	95826 383-5521	AT&T	10
W.E. Bacon	6151 Freepoint Pk Sacramento, Ca	95822 428-2330	AT&T	10
Mike Love	3000 Long Rd. San Jose, Ca	735-92 677-7426	"	1
Theresa Love	3053 Long Road, Concord Park, Ca	95622 677-9426	"	1
Jenny Martin	3035 FLEETWOOD DR.	"	"	"
Robert J. Borel	850 Hallmark Dr. Redding Ca	96001	"	"
Paul M. Flynn	937 Diamond St. San Francisco	415 478-4773	"	"
Martin Jackson	340 Sand Hill Pl. South Valley Ca	95066	"	3
J. Cook	19300 KESWICKS PL, SANTA ANA	714-731-4561	"	6
R. L. Carr	8 FURIE LN - WOODBRIDGE, ILL.	9402	"	1
Kenneth Clark	2274 Longview Dr, San Leandro, Cal	94577	"	"
Nancy Clark	8 Livers Lane - Woodville, CO	94062	"	"
J. R. H. D.	10252 Humboldt Place San Diego Ca	92113	"	"
John D. Griston	7103613 N. Marshall Way, Seattle, WA	85251	"	"
John D. Griston	P.O. Box 11464 South Ave, CA	92701	"	"
Bonnie Fitts	420 Harbor Dr Dr., Newport Beach Ca	92660	"	"
Ray J. G. B.	3020 SLEMANNE - CHICAGO CO	9208	"	"
Richard J. Man	5027 CARPENTER - No. HOLLYWOOD	"	"	"
John D. Griston	FLINT - WASH	"	"	"
Michael J. K. H.	1711 S. Crest Drive Los Angeles, Ca	"	"	"
John C. H.	2280 CUNNINGHAM CIR. SACRAMENTO CO.	(916)352-5545	WAL	5
Donald C. Spall	2233 WOODSIDE LN #2 SACRAMENTO	95820	"	"
Ben St. Andrew	1210 COMMONS DR SACRAMENTO	95825	"	"
Shirley Wynn	408 Baylan Dr Woodland Ca	95695	"	"



NAME	ADDRESS	PHONE AIRLINE	
Robert [unclear]	3435 Wilshire Blvd, L.A.	213-387-2271	GCI 6
W.H. Ament	P.O. Box 194, MORENA CA	209 286/979	TWA
Forrest [unclear]	Biggs, Calif.	916-888-5471	-1
Anthony [unclear]	P.O. Box 2140, Orange, Calif.	916-882-4224	
Bob [unclear]	2843 SAN JUAN DR	571 1719	
Carol [unclear]	6434 S. [unclear] St SAN DIEGO CAL.	(714) 278-9825	NINSAIR
John [unclear]	4292 Chaparral Ave SAN DIEGO, CA	714 272 9813	
Raymond M. [unclear]	1267 E. CANAL DR TURLOCK CA	209 431-7109	AA
Luciano [unclear]	6185 GREENHAWK DR. SAC CALIF	(916) 393 1277	
WILL R. [unclear]	4930 76th ST SACRAMENTO CA	(916) 383-6672	
Betty M. [unclear]	1907 LEANWORTH #12 SFO	(415) 421-7165	
Julie [unclear]	Box 688 Santa Fe, Ca	805 688 3272	
Queen [unclear]	Box 1863 OWENSBORO, Ky	502-683-2429	1
Charles [unclear]	15 Greenwood Way - NY	415-634-0422	2
John [unclear]	12180 TUNAWAY AVE. Los Altos	415-968-6877	20
[unclear]	25200 Santa Clara #27 HAWAII	415-786-1195	46
Gary [unclear]	1440 Veteran Ave - 215 LA.	213-477-5432	1
Richard [unclear]	1624 Bryant St. DC, Ca	415-855-5971	
Frederick [unclear]	4421 Greystone Ct Santa Maria, Ca.		APA 2
Robert B. [unclear]	636 So Reese Pl. Burbank Ca.	213-845-1169	
John H. [unclear]	3700 Grant Dr Reno NV 89509	702-322-5602	JETWET/
Ed [unclear]	3780 Grant Lane Reno NV 89511	702 826 9104	A.S.E. (C
Andrew S. [unclear]	1150 Glenda Way # 100	702 826-4249	FMB Ass. (C
Cindy [unclear]	3295 South Virg St. Reno NV	702 972-0617	Jeffrey [unclear]
Andrew [unclear]	Box 2007, Yountville, Ca.	707 944-256	Pelissier & [unclear]
Harold [unclear]	111 Hill St. Reno, Nev	702 325 0411	(16)
Don E. [unclear]	147 Moss Vache Drive Watsonville, Ca.	(408) 724-8256	CO.
Donald R. [unclear]	39 Trumbly Lane, Watsonville, Ca	708 4155	WKS 2



NAME	ADDRESS	PHONE	Airline	Avg Landing Per Month
Ralph Hall	9250 E. Hwy 12, Los Co	2043693895	Grupos Co	8
<del>John</del>	196 BLARR AVE, MILLBURN CA	4046923651	FLORIDA	30
<del>John</del>	Box 1079 CARMEL, CA		DMA	20
<del>John</del>	670 A <del>Sanborn</del> ST. MARY		DMA	20
<del>John</del>	1835 <del>W. 2nd</del> Ave Belmont	542 7757		10
<del>John</del>	1246 <del>SHILBURN RD</del> , Livermore	447-5743	UAL	8
<del>John</del>	3767 VINEYARD AVE. PLANTATION	846-5310	CANEX	40
<del>John</del>	10401 <del>Harvest</del> Bend Rd	San Jose, Cal	95770	10
<del>John</del>	619 E LOCUST LOMPOC CA	(805) 736 2179		1
<del>John</del>	170 E 2nd St	DAVENPORT Iowa		5
<del>John</del>	P.O. Box 302 JACKSON CA.	(209) 223-3073	UAL	8
<del>John</del>	P.O. Box 3327	UCLA CH 734 5926	Private	1
<del>John</del>	Box 507 Northwood N.C.	704-589-5055		5
<del>John</del>	3943 STOVER ST. NAPA, CA	252-2502		10
<del>John</del>	Box 1424 PEBBLE BEACH CA	935 53	WASH CO	8
<del>John</del>	Box 347E Cottonwood CA	960 22	347-5512	6
<del>John</del>	1340 Orange St. Adel. CA	960 01		2
<del>John</del>	6225 HEIGHTS RD. SANTA ROSA CA.	954 04		20
<del>John</del>	408 Candlelight Dr. Santa Rosa Ca	954 01		20
<del>John</del>	600 W SHAW FR20 FRESNO CA	925 1633	(PRI)	5
<del>John</del>	Box 1286 VILADENA, CA	976 39 (209) 673 9109		10
<del>John</del>	5 FIAS	877-0161	PAA	1
<del>John</del>	1700 <del>ASHLEY</del> Twp. Chl.	612-332-7222		1
<del>John</del>	13280 Catalina Salinas, CA	409-484-9554	UAL	12
<del>John</del>	P.O. Box 457	(209) 394-7901	FOSTER FILMS COMPANY	10
<del>John</del>	3400 <del>SYCHERRY</del>	209-524-7491	Private	5
<del>John</del>	44714 Fern Ave. Lemoore CA	805-772-4177		2
<del>John</del>	Box 555 Zephyr Cove Nevada	702-5584831	WESTERN AIRLINES	6





NAME	ADDRESS	PHONE	AIRLINE	PER	AUG HANDOFFS
Guy W. GREESE	PO. BOX 111 N. SPUR ROAD, CA. 95402	542-3134			6
Dora J. Smith	4701 84th St E MOOREHEAD, TN	(206) 232-9151			2
Josephine	PO Box 926 Colville, WA 99201	992-3111			6
Edgar	20 Box 37, M18	315 727-5193			1
C. Kozek	Patuxent Bay, Md.	(301) 725-4574			1
John	1811 Quail St. Newport Beach, Cal	714-833-8384			1
Johnny	3740 1st St Biller Aviation	877-0142			20
Kathleen Wentworth	1133 Cortez Burlington, MA 010	(415) 344-3588			3
John	403 Ewell Apt 5, CA	408-688-4224			5
Carol D. Arnold	630 Summit Colusa, Ca	95932 916-458-7647			4
Sam L. Kozmin	Box 151 Watsonville, Ca	408-228-5347			4
John Porter	1863 Oceanview, San Luis Obispo, Cal	91401 805-544-6464			4
William C. Ireland	1270C Murray St. San Luis Obispo, Cal	91401 805-544-6464			4
Bob	1221 E. Clarkson #416	Denver, Colo 303-777-2947			29
Mark Gifford	401 2nd Indian Rd Ashland, Ore	97533 503-482-5276			5
Allye Orcaud	1785 Seacape Blvd Apt 203	CA 95003 (408) 666-6533			4
Wally	3840 VINEYARD AVE #B	PLEASANTON CA 94561			12
James E. Hudson	327 AIRPORT BLVD, FREEDOM, CA	95019 408-722-5156		PUT	2
Ray	2600 1st St Hayward	785-7217			12
Liz FELTZ	Box 5775 LAKEWOOD, FLA.	813-425-2776			3
TONY VALLONE	Box 5775 LAKELAND, FL	813-674-2231			3
G. L. CARRITER	P.O. Box 226 Santa Rosa, CA	95401 709-23-2511			20
J.S. Milby, DDS	2701 Ender Way Redding	916-243-5577			4
E. GREGORY	(LB NELSON CORP) 641 W. New River	Memo Park CA			12
Paul D. Farrest	102 Highway St	916-452-4941			2
Mike ZIEGLER	825 Lin St. S.S.	708-253-0671			40
Ray Phillips	375-2367 291 San Benito Dr HTY				60
RK BROWN	17755 JAK BLVD. Houston Tx				5





877013

Washburn Road 1307 N. Ave. Rm. CA 9002 36623 20

Slipway, Wash

NAME	ADDRESS	PHONE	AIRLINE	AVG. LAUNCH PER MONTH
ROBT. VALETTE	6900 GRAYSON RD GROSSMONT	546-54	NATION	10
CAROL VALETTE	6900 GRAYSON RD GROSSMONT, CA	546-54	NATION	10
Jay KENNEDY	5439 Vista Grande W. S.R.	542-904	-	1
WM. THOMAS	10106 Alondra Blvd. Bellflower, Ca.	866-1177	-	04
S. M. KEO	3075 ALLISON ST. DENVER	303-234-985	JAL	8
W. J. Hunt	204 E. Smith Dr. North, Redwood, Calif.	(914) 792-8336	737-3400 Aviation	2
JOHN B. JONES JR	2026 PARADISE DR TIBURON CAL	415-435-9008	PIT	1
William GAFFNEY	9502 Smokey Huntington Beach	714-737-7371	PUT	1
GARY PETERSON	5 PINECREST TUSTIN CAL	714-5818	PVI	2
MICHAEL MAHER	122 AILEEN WAY GRASS VALLEY, CA	916-272-1824	WESTERN	10 V
BLANCHARD	8844 LAUREL RD, ST. LOUIS, MO.	314-863-0058	PVD	10
John C. Taylor	485 Twin Creek St. Louis MO	314-863-0017	PVT	1
James B. Smith	255 PLUMAS DR. ORANGEVILLE, CALIF.	916-589-0474	WAL	70
San Antonio	3660 Sneath Lane San Antonio, CA	513-583-9130	PVT	2
Timothy K. Smith	5541 Blackbird Dr. Pleasanton, CAL	915-586	WAL	60
David Morris	1376 SUTTER ST. SF.	771-1376	com.	6
Daniel H. Marshall	1170 9TH ST. #21 ALAMEDA	521-4766	AIR SERIES	20
JOHN PODOLSKY	P.O. Box 2176, Idyllwild, CA	923-4971	PVT	1
RON MENDRA	26603 GRAND RD #217 HANCOCK, CA	415-785-246	Commuter	4
BILL TOWNE	P.O. Box 588 CARSON CITY NEV	702-882-0249	CORPORATE	10
L. J. WILMOTH	3975 JOSH. EUGENE, OR	503-247-3674	Commuter	2
KEVIN EGAN	2160 GRAND AVE. SAN DIEGO, CAL	714-272-9181	PVT	3
Ernest F. Barber	T. E. Mount St. Rt. Box 747 RIMMOLD, CA	916-384-4324	TW F	4
Paul Hume	2661 WARE LN. EUGENE OR	503-689-7217	Commuter	2
Floyd Wooddy	15325 CHARTER OAK SALINAS	633-3455	Commuter	12
Russell Meek	1253 Oregon Blvd. SAN JOSE	298-6966	Air mail	15
John H. Otter	2087 Hillview Dr. Palo Cedro, CA	916-547-5248	TWA	4 V
Chris Brandt	502 Bayview Dr. Kenner, La.	504-746-1426	Commuter	2
William G. Brown	2455 Linda Vista Charleston, W. Va.	504-746-1426	Commuter	0
P. J. Brown	2225 5th Ave. Charleston, W. Va.	504-746-1426	Commuter	1
Monteblanco	162 23rd Ave. Lewiston, ID	746-9181	Commuter	2
P. J. Bluff	338 W. 5th St. Lewiston, ID	746-8201	Commuter	25
Frank Whelan	38 Moraga Dr. Chicago, IL	916-342-9025	Commuter	5
Flora Newton	963 FLYING FISHER FORTY, CA	594-1261	Commuter	2



T.N. SEENO 2354 CORL CIRCLE SRO 95822 422-2354 — 2  
F. Egan Harris 2230 Glen Ellen Circle Sacramento 95822 916/392-8545 — .5  
BRAD ONION CASCADE WAY, NEVADA CITY, CA 916/272-3384 WAL 10  
J.W. McDowell 2601 BRANCHGATE DR Santa Cruz Ca 408-426-7161 WAL 10  
H.A. Quinn 5314 Vista Verde Dr Santa Rosa Ca 707 525-1502-AA



Landing Fees Protest Letters Received After  
March 20, 1979 Airports Commission Meeting

Mr. Gary Metcalf  
Executive Vice President  
Del Monte Aviation, Inc.  
P. O. Box 1311  
Monterey, CA 93940

Mr. Malcolm A. Walker  
1246 Greenbrook Drive  
Danville, CA 94526

Mr. Richard A. White  
714 Oak Street  
Santa Rosa, CA 95404

Mrs. Alberta Stone  
535 Fir Drive  
Santa Rosa, CA 95405

Mr. Blaine Steed  
927 Evans Street  
Livermore, CA 94550

Mr. John W. Parmer  
894 Devonshire Place  
Santa Rosa, CA 95405

Michael P. Maher  
22 Aileen Way  
Grass Valley, CA 95945

Don Downie  
OPA = West

Mr. Karl D. Wahlman  
Mrs. Lorna H. Wahlman  
780 Montecito Avenue  
Santa Rosa, CA 95404

James E. Markel, President  
Aviation Methods, Inc.  
700 Post Road  
Fairfield, Connecticut 06430

Mr. Charles M. King, III  
General Aviation Forum  
King Enterprises  
P. O. Box 1191  
El Cerrito, CA 94530

Jack L. Eisenberger & Associates  
Wholesale Contract Furnishings  
345 Noriega Street  
San Francisco, CA 94122

Bert L. Botta  
TWA First Officer  
55 Laverne Avenue  
Mill Valley, CA 94941

Joseph R. Crotti  
Aircraft Owners &  
Pilots Association  
7315 Wisconsin Avenue  
Washington, D.C. 20014

Mr. J. Baggett  
F. W. Baggett Painting Contractor  
1210 Airport Boulevard  
Santa Rosa, CA 95401

Mr. Ron Garlick  
Garlick Helicopters  
Concord, CA 94520

Mr. Philip R. Simon  
296 Knight Drive  
San Rafael, CA 94901

Horace C. Leland  
(no address)

Lillyann Leland  
(no address)

Mr. E. R. Whitney  
13338 Loma Rica Drive  
Grass Valley, CA 95945

Supervisor William Royer  
Board of Supervisors  
San Mateo County  
San Mateo, CA 94063

Scott Bawman  
653 Beach Park Blvd.  
Foster City, CA 94404

Rolf F. Illsley, President  
Optical Coating Laboratory, Inc.  
2789 Giffen Avenue  
P.O. Box 1500  
Santa Rosa, CA 95402

Ralph O. Hayden, M.D.  
285 Beacon Street  
San Francisco, CA 94131



Letters received after meeting

Page 2.

Apt. Weston Ament  
WA  
San Francisco Int'l Airport  
San Francisco, CA 94128

Peggy Williams  
72 Edward Ave.  
San Rafael, CA 94903

Ms. Joy Reinemer  
439 Vista Grande Drive  
Santa Rosa, CA 95401

Mr. Arthur Hayssen  
10650 Green Valley Road  
Sebastopol, CA 95472

Apt. Jack V. Offord  
E. 3, Box 3724  
Red Bluff, CA 96080

Sandra Petersen  
8 Aires Lane  
Novato, CA 94947

Mrs. Gene L. Tunney  
P. O. Box 507  
Elen Ellen, CA 95442

Doug Lonergan, President  
Medicode Systems, Inc.  
32107 W. Lindero Canyon Rd, Suite 231  
Westlake Village, CA 91361

Mrs. Philip S. Schultz  
608 Greenmeadow Drive  
Santa Rosa, CA 95405

Francis E. Torr  
RAPC Gen. Aviation Rep.  
20301 Skywest Drive  
Hayward, CA 94541

Mrs. Judith D. Schultz  
608 Greenmeadow Drive  
Santa Rosa, CA 95405

Robert G. Johnson  
533 Mendocino  
Petaluma, CA 94952

Ms. Carol Valette  
900 Geysers Road  
Geyserville, CA 95441

Barbara C. Johnson  
533 Mendocino Dr.  
Petaluma, CA 94952

Mr. B. H. Valette  
900 Geysers Road  
Geyserville, CA 95441

Robert Darwin  
Transjet Exec. Airways, Inc.  
P. O. Box 1133  
Carmel Valley, CA 93924

Apt. Thomas S. Wright  
252 Fairway Drive  
Single Springs, CA 95682

Edward E. Foster, President  
Indian Creek Properties  
3450 Airway Drive  
P. O. Box 6445  
Santa Rosa, CA 95406

Mr. Steven J. Rossiter  
Accident Prevention Counsel  
AA Western Region  
797 Imhoff Drive  
Martinwz, CA 94533

John H. Winant, President  
Natl Business Aircraft Assoc., Inc.  
One Farragut Square South  
Washington, D.C. 20006

Mr. Dan R. Kurtz  
P. O. Box 2378  
Lournoy, CA 96029

Joan D. Robbins  
20460 Geyserville Ave.  
Geyserville, CA 95441

Mr. & Mrs. Raymond Kamm  
734 Los Osos Road  
San Luis Obispo, CA 93401

Cpt. J. W. Birch  
In Am World Airways  
P. O. Box 6286  
Cline Village, Nevada 89450

Charles M. King, III, Consultant  
Gen. Aviation Forum  
P. O. Box 1191  
El Cerrito, CA 94530





Letters received after meeting

By Peterson  
(no address)

Ron Garlick  
Garlick Helicopters  
Concord, CA.

James R. Reinemer  
1438 Vista Grande Dr.  
Santa Rosa, CA 94501

Carl & Lorna Wahlman  
AOPH 626510

Dean Hope, Administrator  
Mr Ambulance, Inc.  
95 Skyway Blvd.  
San Carlos, CA

Helen Bamber  
(no address)

Colt. Herbert Quinn  
American Airlines  
SIA  
San Francisco, CA 94128

J. E. Coombes  
Captain, United Airlines  
307 Via Concha  
Aptos, CA 95003

Lin Baggett  
(no address)

Dolores Pynes  
1400 Covello Street  
San Nuys, CA 91406

Serilyn D. Knight  
Director of Operations  
Western Aviation Enterprises, Inc.  
P O. Box 11069  
Santa Rosa, CA 95406

Arthur E. Foster  
Indian Creek Properties  
350 Airway Drive  
P O. Box 6445  
Santa Rosa, CA 95406



# **SAN FRANCISCO AIRPORTS COMMISSION**



## **MINUTES**

Tuesday, April 3, 1979

JUN 18 1979

DOCUMENTS DEPT.  
S.F. PUBLIC LIBRARY

**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**

President

**MORRIS BERNSTEIN**

Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z. L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport**

**San Francisco, California 94128**



MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING  
Tuesday, April 3, 1979

Call to Order:

The regular meeting of the Airports Commission was called to order at 2:31 p.m., in Room 282, City Hall, San Francisco, California.

\* \* \*

Roll Call:

Present: Commissioners Ruth S. Kadish, Morris Bernstein, Z. L. Goosby, J. Edward Fleishell.

Absent: Commissioner William K. Coblentz.

\* \* \*

Pledge of Allegiance: Led by Commissioner Kadish.

\* \* \*

Approval of Minutes:

On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was adopted by order of Commissioner Kadish:

No. 79-0101 Resolution adopting the Minutes of the Airports Commission meeting of March 20, 1979.

Commissioner Fleishell said that in view of Proposition 13 and the need for economy, when matters such as the Public Hearing were being formalized for the Minutes, instead of duplicating the correspondence, the results should be summarized, so many letters from individuals, so many from organizations.

Commissioner Goosby agreed, saying that it would be helpful to the Commissioners to have a resume of such matters, rather than all the material.

Commissioner Kadish also agreed, saying that there should be a copy in the official record, but only a resume for the minutes.

\* \* \*



Special Item: Introduction of Harold Barker, Chief of Airport Police, to Airports Commission.

Mr. Louis Turpen, Deputy Director for Operations and Maintenance and Acting Director in the absence of Mr. Richard Heath, said that Mr. Barker had not been introduced at the last meeting and Commissioner Kadish had requested that he be present at this meeting.

Commissioner Kadish said that Officer Reilly and Captain Dunbar had made presentations, but after the vote was taken in Executive Session, no explanation of the appointment had been made. Commissioner Kadish said that she felt it important to verbalize and have the reasons set down in the official record.

Mr. Turpen presented Chief Harold Barker and Mr. Mike Miller, President of the Airport Police Officers Association.

Mr. Miller said that he was present at this meeting to welcome the new Chief aboard.

Mr. Barker thanked Mr. Miller and the Commissioners.

Commissioner Kadish asked Mr. Barker if he was aware of the Commission's reasons for appointing him as Chief of Airport Police and asked if Mr. Barker would give the Commission his understanding of the Commission's objectives and what his commitment to those objectives was.

Mr. Barker said that he thought he understood the objective, that the Commission would like to develop the most professional law enforcement body that that group was capable of becoming. Mr. Barker said that he was certain the Commission realized that a problem had existed for a number of years. Mr. Barker said that he felt he was in the unique position of being able to speak to San Mateo County regarding a solution to that problem and, as Chief of Airport Police, he could also speak on behalf of the Airport Police. Mr. Barker felt that he should be able to resolve some of the problems. He said that he felt that there would be sufficient development among the officers that later the Commission could look to that group for leaders of the Airport Police.

Commissioner Kadish asked Mr. Barker if he understood his term was for a maximum of 18 months, and asked if he felt he could effect the objectives in that period of time, and what were the key ingredients needed to meet the objectives.

Mr. Barker responded that he had never had the opportunity as it was presented in this case, but he was going to try.

Commissioner Kadish asked if Mr. Barker understood he served at the pleasure of the Airport Director and his designee, Mr. Turpen.

Mr. Barker said that he did.

Commissioner Kadish asked if the San Mateo Sheriff's substation at the Airport would continue to exist.

Mr. Barker said that it would.

Commissioner Kadish asked if Mr. Barker had a proposal regarding the granting of police powers to the Airport Police.

Mr. Barker said that he had not been at the job long enough to determine the level of competency and that the issue was within the purview of the Sheriff. He said that he was unable to make a commitment at this time.





Commissioner Kadish asked Mr. Barker if he understood the Commission's policy on equal opportunity.

He said that he did.

Commissioner Kadish said that the Commission was interested in resolving the jurisdictional dispute between the San Mateo County Sheriff's office and the Airport Police and would continue to take an active interest in this matter.

Mr. Barker said that he would be pleased to contribute to that objective.

Commissioner Kadish said that she had told the Mayor that the Commission intended to have a "working relationship" with San Mateo County, and she hoped that Mr. Barker and the officers realized that. She asked Mr. Turpen to make a bi-monthly report to the Commission on progress toward that goal.

Commissioner Kadish, speaking to the officers present, said that she hoped they understood the Commission action was intended to develop a positive working relationship between San Mateo and the Airport Police, which would benefit the public. She said that she hoped they understood that the Commission and Airport staff had confidence in their professional commitment to discharge their duties and work toward a resolution of long-standing problems. The Commissioner said that the officers must also understand that the Commission was very interested in this endeavor and would be monitoring its progress and Chief Berker's and the Airport Police Officers' cooperation to achieve the Commission goals. She said that the Commission had as a key objective promotion from within the organization and providing opportunity for upward mobility to each officer so that an equal opportunity exists to become Chief of the Airport Police.

Mr. Miller said that he understood the Commission's intent.

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#### Calendar Items:

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (1) Resolution Approving Amendment to Moratorium Agreement With United Airlines, Inc., and Authorizing the President of the Commission to Execute Said Amendment on Behalf of the Commission.

No. 79-0102

Resolution approving amendment to moratorium agreement with United Airlines, Inc., and authorizing the President of the Commission to Execute Said amendment on behalf of the Commission.

Mr. Turpen said that this resolution approving the lease for the North Terminal was not to be construed as modifying any conditions that had previously existed.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was placed before the Commission for discussion; subsequently, consideration was postponed to a future meeting:

- (2) Resolution Amending Airport Rules and Regulations Relating to Taxicabs and Courtesy Vehicles.

Resolution amending Airport Rules and Regulations Relating to Taxicabs and Courtesy Vehicles.

Mr. Turpen said that the court system had indicated that airports had the right to charge for the use of their roadway systems. He said that this resolution was presented for approval in order to establish one set of rules and charges. He said that the requested fees were on a number of trips basis for those off-Airport companies which utilize courtesy vehicles; the method for determining the rates was by actual survey, on an equal basis.

Commissioner Kadish asked when this material had been sent to the users of the roadways.

Mr. Peter Singer, Deputy Director for Business and Finance, said that the material had gone to them on March 28.

Commissioner Kadish said that several letters had been received from interested parties raising questions and asking for more time to study the matter. She said that if there was no objection, the item should be put over until the next meeting.

Commissioner Goosby asked if there was currently a charge.

Commissioner Fleishell said that there was one, but on a very odd basis.

Mr. Singer explained that in 1973, a charge of five percent of the gross was charged to off-airport users, a fee negotiated through Judge Harris. Mr. Singer said that at that time, it was understood that the Airport would charge all other courtesy car users on an equivalent basis. He said that a charge was started to some of the hotels and there was, at one time, agreements with some of the off-airport car companies but the agreement expired in 1978; since then, some voluntary payments had been made, but those ceased last October.

Commissioner Goosby asked if some people were charged and some were not, and if the taxicabs and Airporter have always been charged.

Mr. Singer replied that they were, and that all the other little buses were also charged.

Commissioner Kadish asked if the arrangements to be arrived at would be retroactive.

Mr. Singer explained that Anza and Park 'N Fly had agreed to pay retroactively, if the Airports Commission arrives at reasonable rules across the board.

Commissioner Fleishell commented that companies which have not signed up are not bound by any retroactive agreement, and certain companies have refused to pay because other companies are not being charged.

Commissioner Kadish asked if anyone who objected to this resolution was present.



Mr. Nicholas G. Schoonbrood, representing Pacific Car Rental, spoke at some length against the resolution saying he had just received a copy but had not had time to analyze it. Mr. Schoonbrood said that in 1973, the Commission attempted to institute similar charges but the matter was dropped when his company had pointed out the legal position. Mr. Schoonbrood said that this charge had been tried at other airports: Miami had adopted a charge two months ago, but dropped it a month ago; Louisiana and Chicago had also dropped their charges. Mr. Schoonbrood said that he felt there was a legal issue, in that there were federal funds spent at the Airport, and this matter would be construed as interfering with interstate commerce, and with free enterprise and competition. Mr. Schoonbrood said that he thought, in view of the several million dollars received from on-airport car rental companies, this matter was ill-advised; also, he would prefer to have this matter in writing so that his legal counsel could advise the Commission.

Commissioner Bernstein said that he would agree to a two-week extension; however, Airports General Counsel had advised the Commission that the enforcement of a fee would be legal.

Mr. Schoonbrood said he had told the Airports General Counsel, Mr. Donald Garibaldi, that he would be pleased to sit down and discuss the matter with him.

Commissioner Fleishell said that he thought the whole reason for having taxicab and limousine rules was to protect the public. He said that his reading of the proposed amendment omitted dealing with three major criticisms: first, there should be a posting of limousine prices, as these cars did not have meters and the drivers seemed to charge what they wanted to since there are no rules; set prices should be posted so a person wanting to utilize a limousine would know the charge and what action could be taken if there was a question; secondly, there was a problem with taxicabs when a cab was shared to different destinations; each passenger was sometimes charged; it should be posted that the driver could not charge more than the lawful fare as shown on the meter; third, if a driver refused to take a passenger to any destination, such as a short haul, there should be posted information as to what action that passenger could take, such as calling for a police officer. Commissioner Fleishell said that there were other technical matters which he would discuss with staff at another time.

Commissioner Goosby question the list of companies, asking if they had locations on or off-airport.

Mr. Turpen said that five companies on the list were off-airport.

Mr. Singer said that with a few exceptions all the companies were off-airport and not paying any fees at present.

Mr. Singer said that of the companies identified on the list, only six auto rental firms and Hilton have agreements for payment of a percentage.

Commissioner Goosby asked if any of the off-airport companies had phones on the airport.

Mr. Singer said that they could have phones on the Hotel/Motel Board, and for that a fee is charged, in addition to the five percent of the gross. He said that any off-airport auto rental agency which chooses to can get privileges of one sort or another.





Commissioner Goosby said that he understood the Board of Supervisors was considering a resolution on this matter.

Mr. Singer said that Supervisor Quentin Kopp had asked the Clerk of the Board to send a letter asking if there was an opportunity for off-airport rental car companies to have a phone at the Airport. Mr. Singer said that there were two companies which had phones.

Commissioner Goosby asked if there was information about other airports' charges.

Mr. Singer said that some airports charge, others do not. He had investigated charges last Fall, and would do so again.

Commissioner Kadish said that she had given Mr. Heath information on the cab-sharing program at the New York Port Authority which has three airports, sometime ago. She said that she would discuss the cab-sharing problem with Mr. Roger Boas, the City's Chief Administrative Officer. Commissioner Kadish said that she expected that all the information would be incorporated in the next presentation.

Mr. Schoonbrood said that Pacific Car Rental had no charge for delivering people to the Airport; it was a free service, as there was no way for people to get from their office on Millbrae Avenue to the Airport.

Commissioner Fleishell questioned the proposed rule, page 7, where alcoholic beverages were prohibited to a cab driver at any time, and said the wording should be changed. He questioned page 8, paragraph 8, regarding violations. Commissioner Fleishell said that if penalties were listed for some offenses, they should be listed for all offenses.

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On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following resolution was unanimously adopted as amended:

- (3) Resolution Approving Short List of Minority Consultants for Minor Modernization & Replacement and Capital Improvement Projects.

No. 79-0103

Commission previously adopted policy of engaging minority consultants for minor projects in the M & R and Capital Improvement Programs in furtherance of City's affirmative action program. The proposed short list of 14 minority consultants is the result of staff's review and evaluation of over 35 minority firms who have expressed interest in performing work at the Airport.

Mr. Turpen explained that this resolution was in furtherance of the City's minority program and had been reviewed by Mr. Bob Lee, Deputy Director for Planning and Development, Mr. Jason Yuen, Director of the Bureau of Terminal Construction, and Mr. Howard Friedman, the Airport's architectural consultant.

Commissioner Goosby questioned the wording after the second Whereas, and said it should be changed from "minor projects" to "remaining projects".









On motion of Commissioner Goosby, seconded by Commissioner Bernstein, the following resolution was adopted, three ayes (Kadish, Bernstein and Goosby) to one nay (Fleishell):

(4) Reduction in Parking Fees

No. 79-0104

Resolution instructing the Director of Airports to take the administrative action necessary to reduce parking fees in the garage for the first hour of parking from the present level of 50 cents to 25 cents, which rates will be effective as soon as possible upon approval of the Commission.

Mr. Turpen explained that this item would drop the fee for the first hour of parking from 25 cents to 50 cents. He said that one reason for this change was that the garage was not utilized in the early morning hours. Also, he said that this reduction was planned to induce parking in the garage to help relieve roadway congestion; this was the first phase of a program to resolve the traffic problems at the Airport.

Commissioner Goosby asked if the fees would be reduced all day long or just early morning hours. He said that he hoped the staff would look at this reduction again in six months so that if the desired result is not obtained, the fee will be put back up again.

Commissioner Kadish said that this item was on the agenda at her request, and she would suggest that the fee reduction be examined in three months to see if the desired results were being obtained. Commissioner Kadish said that she hoped this would be the first step in setting aside a section of the garage for pick up and drop off of passengers.

Mr. Turpen said that the fifth level of the garage might be reserved to serve as a pick up and drop off point, and suggested some investigation of this idea.

Commissioner Kadish said that there would be an attempt to move in the direction of accustoming people to coming to one section of the garage to drop off passengers and baggage.

Commissioner Bernstein asked how people would get the baggage to and from the terminals.

Mr. Turpen said that baggage would be moved across the bridge to the North Terminal Building. He said that it had been suggested that skycaps should be stationed on the fifth level to assist with baggage.

Commissioner Bernstein asked if there would be enough volume for the skycaps to earn a living.

Commissioner Fleishell suggested asking the skycaps. He said that people who came to the Airport weren't looking to save 25 cents, they were looking for convenience. Commissioner Fleishell said that he hoped the traffic problem would be helped but reminded the Commission that several meetings ago, the valet parking fee was raised sky high to discourage use of the service, and the only result was that revenues were increased. Commissioner Fleishell said that he thought the proposed reduction in parking fees would not have any effect on public parking.



Commissioner Kadish said that all the Commission could do was try; if the problem wasn't helped, the fee could go back up. She instructed the staff to review the matter in three months.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (5) Resolution Authorizing Director to Transfer Funds to the Joint Powers Land Use Study Project, \$25,000.00.

No. 79-0105

Resolution authorizing the Director of Airports to transfer \$25,000 to the Joint Powers Land Use Study Project account to be used as matching funds for a San Francisco Foundation Grant for the purpose of expanding citizen participation during the study, and to execute for the Airports Commission the necessary agreements to accomplish the intent and purpose of this resolution.

Mr. Turpen explained that this resolution would permit the Joint Powers Board of the Land Use Study to contract with Forum in the amount of \$60,000, with \$25,000 of the Airport funds being transferred for a community work shop dedicated to community involvement. He said that the San Francisco Board of Supervisors had approved enabling action for this transfer.

Commissioner Goosby said that he understood a firm would be hired to involve the community.

Mr. Turpen said that was correct.

Commissioner Bernstein asked what the hoped for results would be.

Mr. Turpen said to develop a means by which the community can become involved in communicating their views to the Airport.

Commissioner Goosby said that he had become somewhat knowledgeable about this sort of affair and it was important to develop a constituency for support when it came to matters which would be opposed by the airlines and other government entities. He said that the government talked about community involvement on one hand, but on the other, they did not really seem to want such involvement. Commissioner Goosby said that he had attended only one meeting with this group but had been quite impressed by the work the group did.

Commissioner Kadish asked Commissioner Fleishell, the Airport Commission representative to the Joint Land Use Board, for his opinion.

Commissioner Fleishell said that the funds requested were basically a modest amount of additional money required to sustain what had been started a year ago. He said that Mr. Walt Gillfillan heads up an environmental firm which is doing an indepth analysis of the problems involved and that Mr. Gillfillan had conducted at least four land use studies.



Commissioner Fleishell said that the Forum organization puts on the meetings and discussions and does an excellent job of involving the public. He said that Forum is developing excellent ideas on how the public can become involved before decisions are made. Commissioner Fleishell urged approval, as he said the money would be well spent.

Commissioner Kadish said that the San Francisco Foundation felt so strongly on this subject that they were giving \$50,000 toward this project.

Commissioner Bernstein asked about the four studies previously done.

Commissioner Kadish said that the difference between this study and the others Mr. Gillfillan had been involved in was that this time he was working with an existing airport, whereas before he was working with airports which were being planned to be built.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolutions were unanimously adopted:

(6) Resolution Awarding Public Locker Lease to American Locker Company, Inc.

No. 79-0106	The bid item is the percentage of gross receipts payable.
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Two bids were received for award of this lease:

American Locker Co., Inc.	65.2%
Mercury International	
Travelservice, Inc.	55.0%

(7) Resolution Awarding Lease for Shoeshine Stands - North Terminal Building, to National Shine Stands.

No. 70-0107	National Shine Stands, a partnership of John W. Jackson and Reuben Nash, submitted the highest bid for this lease at \$12,600 per year.
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(8) Resolution Awarding Central Terminal Shoeshine Lease to Mearon Harper.

No. 79-0108	Mearon Harper submitted the highest bid at \$3,300 per year. He presently operates the terminal shoeshine stands.
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(9) Resolution Awarding Lease for Shoeshine Stands - South Terminal Building to National Shine Stands.

No. 79-0109	National Shine Stands, a partnership of John W. Jackson and Reuben Nash, submitted the highest bid for this lease at \$12,600 per year.
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Commissioner Fleishell said that one of the items was dealing with a public locker lease, a cash transaction, and honesty could be a major problem. He said that if he had made up a contract or a lease he would provide for (1) a regular audit; (2) copies of the sales tax report being sent to the Commission; and (3) copies of the State and Federal Income Tax forms being sent to the Commission. Commissioner Fleishell said that in this way, if a company was going to lie, all the lies at least would be consistent.

Commissioner Goosby said that he had assumed that such safeguards were in the document.

Mr. Garibaldi said that there were some provisions for checking, but not these specific ones.

Mr. Emmett Smith, Assistant Deputy Director for Business and Finance, said there were provisions for audit.

Commissioner Fleishell said that there was the right to audit, but audits had never been done.

Mr. Singer said that a number of concessions were audited on a periodic basis by Touche Ross. He said that each year an amount to cover this expense was put in the Airport budget. He said that last year, however, the item was deleted by the Board of Supervisors.

Commissioner Fleishell asked who was audited last year.

Mr. Singer said that the Board had deleted the money for concession audits out of the budget.

Miss Mary Callanan, Chief Accountant, said that Mercury and Hilton had paid for their own audit last year.

Commissioner Fleishell said that public companies didn't need auditing. He said that it was non-publicly held companies that needed auditing.

Commissioner Kadish asked Commissioner Fleishell to develop language for a policy statement prior to the next meeting.

Commissioner Bernstein asked if, with three different lessees for the shoeshine stands, would there be any control over prices so that prices remained fairly compatible in the three different terminals.

Mr. Turpen said that he believed the lease contained provisions for "prices comparable in the Bay Area"

Commissioner Goosby said that he thought that similar prices might be counter to what Mr. Heath wanted to do: develop competition among the concessions with different gift shops and different quality merchandise.

Mr. Turpen said that he would ask that prices be submitted to the Director for approval.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (10) Resolution Rejecting Bids on North, Central and South Terminal Insurance Leases.

No. 79-0110

Only one bid was received on each of the three leases. It was from the Tele-Trip Company, Inc. and was conditional.

Mr. Turpen explained that it was the staff's recommendation that all bids be rejected and that staff be authorized to make up new specifications to provide a satisfactory bid.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolutions were unanimously adopted:

- (11) Resolution Approving Operational Concept of Apollo Airways.

No. 79-0111

Apollo Airways wishes to expand its operations to include a route from Oxnard Airport to San Francisco International Airport with online connections from Santa Maria.

- (12) Resolution Approving Operational Concept of Desert Pacific Airways.

No. 79-0112

Desert Pacific Airways wishes to expand its operations to include a route from Oxnard Airport to San Francisco International Airport which will continue on to Sacramento Metropolitan Airport.

- (13) Resolution Approving Operational Concept of Golden Carriage Aire.

No. 79-0113

Golden Carriage Aire wishes to expand its operations to include service to and from San Francisco International Airport.

Mr. Turpen explained that these three new carriers were requesting permission to come into San Francisco as a result of deregulation. He said that the staff had reviewed their presentations, and found them agreeable to Commission terms and conditions, and recommended approval.

Commissioner Kadish said that she understood all the planes would be FAR Part 36 certificated.

Commissioner Fleishell said that when this type of issue came before the Commission, there was always a letter attached from the President of the airline saying a representative would appear before the Commission, but Commissioner Fleishell said that there should be a report of the findings of staff. He



said that the report from staff should include findings as to whether the application is in the public interest; and (2) in compliance with earlier resolutions of the Commission; additionally, (3) whatever else makes sense should be included. Commissioner Fleishell said that the Commission is aware these airlines are not having a problem with safety, etc., but the Commission should receive definite recommendations from the staff. He said that when companies gain permission to use the Airport they should not only sign the landing fee agreement but an ancillary agreement wherein they agree to comply with the terms of the Interim Policy. Commissioner Fleishell said that these small airlines could come into San Francisco, become profitable and go to the major companies and purchase older aircraft which are not FAR Part 36 certified. He said that all the Commission was asking presently was that a company be in compliance when they come into the Airport, but there should be a guarantee they remain in compliance.

Commissioner Kadish said that this had been previously discussed and there must be an addition to the Airport policy, that companies must be in compliance not only when they come into the Airport, but must remain in compliance during the duration of the time they are at the Airport. Commissioner Kadish instructed Mr. Garibaldi to provide the appropriate language for the next Commission meeting.

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On motion of Commissioner Goosby, seconded by Commissioner Fleishell, The following resolution was unanimously adopted:

- (14) Airports Commission Policy on the Use of Artificial Plants in the Terminals.

No. 79-0114

Resolution stating that it shall be the policy of this Commission that only living plants may be displayed in the areas of the terminal buildings accessible to the public at this Airport by the Airport staff or by any tenants of this Airport; and that the Director of Airports is instructed to take all necessary administrative action to enforce this policy.

Mr. Turpen said that this resolution mandated that in the Airport Terminal buildings in the areas accessible to the public only live plants be used in order to create a positive environment.

Commissioner Kadish said that the banning of artificial plants would diminish the dust problem.

Commissioner Goosby asked if there would be any problem of growing live plants in various areas of the terminals, either from lighting or other problems. The Commissioner said that if live plants couldn't be grown, he assumed rocks or other kinds of decoration could be used.

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On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

- (15) Award of Contract No. 1102, \$196,473.00, Demolition of Pier "B", North Concourse and Baggage Shelter.

No. 79-0115

Resolution awarding Contract No. 1102, Demolition of Pier "B", North Concourse and Baggage Shelter, to Ferma Corporation, P. O. Box 1316, Mountain View, CA 94042, in the amount of \$196,473.00.

The purpose of this contract is to clear the site for the construction of Boarding Area "E" which is scheduled to take place in the near future.

The work will include the demolition of Pier "B", upper and lower levels, the demolition of North Concourse between Central Terminal and Pier "B", the demolition of United Airlines Baggage Shelters under North Concourse and in North-East Court, the resurfacing of asphalt paving in the North-East Court with new striping and lights for use of the court for parking, the relocation of security fences, all necessary cuttings and cappings of mechanical and electrical pipes and conduits and provision of all closures and patching.

Bids received on March 6, 1979:

- |  |              |
|--|--------------|
| 1. Ferma Corporation                     | \$196,473.00 |
| 2. Iconco                                | \$244,000.00 |
| 3. Allstate Excavating<br>and Demolition | \$314,864.00 |
| 4. Cleveland Wrecking Co.                | \$320,000.00 |

Construction time of 60 calendar days.

This contract is part of the Airport Expansion Program.

- (16) Award of Contract No. 1183, \$1,531,071.40, Overlay and Reconstruction, Runway 10L-28R Between Taxiways "E" & "N".

No. 79-0116

Resolution awarding Contract No. 1183, Overlay and Reconstruction, Runway 10L-28R between Taxiways "E" and "N" in the total amount of \$1,531,071.40 to Branaugh Excavating, Inc., 21483 Orange Avenue, Castro Valley, California 94546.

This contract was authorized for bid call by the Commission on February 20, 1979 by Commission Resolution No. 79-0054.

This work in general consists of reconstruction and overlaying that portion of Runway 10L-28R between Taxiways "E" and "N", including the intersections with the North/South runways.







Bids received on March 16, 1979:

1. Branaugh Excavating Inc. \$1,531,071.00
2. Piombo Inc. \$1,622,281.00

Construction time is 45 calendar days.

This contract is not part of the Airport Expansion Program.

- (17) Award of Contract No. 1198, \$636,460.00, Aircraft Parking Apron, North Terminal - East Phase.

No. 79-0117

Resolution awarding Contract No. 1198, Aircraft Parking Apron, North Terminal, East Phase, in the total amount of \$636,460.00 under Alternate "A" to Piombo Corporation, 1601 Industrial Way, Belmont, CA 94002.

The work consists of constructing new pavement for the two easterly frontal gates of the North Terminal. This paving work was originally part of Contract No. 925, North Terminal Aprons & Taxiway S-SS and was deleted because of necessity for construction coordination.

Bids received on March 16, 1979:

	<u>Alt. "A"</u>	<u>Alt. "B"</u>
1. Piombo Corporation	\$636,460.	-0-
2. McGuire & Hester	644,900.	\$696,843.
3. O.C. Jones & Sons	-0-	738,498.40

Construction time is 75 calendar days.

This contract is part of the Airport Expansion Program.

Mr. Turpen said that Item (15) is the demolition of Pier "B" to make way for the new Boarding Area "E" and Item (16) was the completion of the rebuilding of the runways and was 75 percent ADAP funded.

Commissioner Goosby asked if all the bids that had been received were listed.

Mr. Lee said that they were.

Commissioner Goosby said that in the future he wanted to be sure that all bids received were listed. He said that the letter states that these bids were the ones staff felt were the "responsible contractors", and asked if any contractors had been eliminated before the item came to the attention of the Commission. Commissioner Goosby said that he wanted to be sure that all bids which come in and are opened are listed for Commission attention.

Mr. Lee said that it was done that way, otherwise it would not be a legal procedure.

Commissioner Kadish said that if a particular bidder is not able to be bonded or it not in any way considered responsible, they are still brought to the attention of the Commission.

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On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (18) Modification No. 51 (Debit), Airport Contract No. 1000, Ratifying Action of Director of Airports on Change Orders, Garage: Stage IV - Superstructure Addition, \$11,291.00.

No. 79-0118

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 87, 118, 120, 122 and 123, and requesting the Controller's certification of Modification No. 51 to Airport Contract No. 1000, in the total amount of \$11,291.00.

The contractor for this work is Robert E. McKee, Inc.

The work consists of modifying the double leaf service hatches; revising entrance door to toll booth No. 5.1; removing a section of plaster wall in radial tunnels; revising fuel piping over east underpass; and adding an additional Central Plant pipe anchor.

Original amount of contract	\$50,414,395.
Previous modifications	
(Debit)	2,153,993.
Revised amount of contract	
to date	\$52,568,388.
Modification No. 51 consisting of the following Change Orders:	
No. 87, \$8,742.00 (Debit)	
No. 118, 1,000.00 (Credit)	
No. 120, 864.00 (Debit)	
No. 122, 936.00 (Debit)	
No. 123, 1,749.00 (Debit)	11,291.
Revised amount of contract	\$52,579,679.

This contract is part of the Airport Expansion Program.

Mr. Turpen briefly described the items listed in the modifications.

Commissioner Bernstein questioned the removal of a section of a plaster wall.

Mr. Turpen said that there was a question of coordination of design, and whose responsibility the problem was. He said that the modification must be made and the decision of where the fault lies will be made later.

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On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (19) Tenant Improvement: Pan American World Airways, Rotunda A - Clipper Club, \$275,000.00.

No. 79-0119

Resolution approving the final plans and specifications submitted by Pan American World Airways showing their Clipper Club at the third level of Rotunda A. The project consists of furnishing unfinished space under lease to Pan Am. The work will be performed by Pan Am at its own and sole expense and without rental credit. The estimated cost is \$275,000.00.

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On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was unanimously approved:

- (20) Resolution Approving Lease to United States of America, (National Weather Service), \$110.08.

No. 79-0120

The United States of America (National Weather Service), Lessee of 1,216 square feet in the Central Terminal Building together with roof and ground space for installation, operation, and maintenance of information gathering equipment desires to renew its lease for a term ending July 31, 1983 at an annual rental of \$110.08.

Commissioner Goosby remarked that the Weather Service was continuing its occupancy and would do its own remodeling, with the exception of painting. He questioned the low rental rate.

Commission Kadish said that there was an act which allowed them the space, and if the Airport denied such space, there would certainly be a lawsuit.

Mr. Garibaldi said that the Airports Commission was obligated to provide the space.

Commissioner Fleishell said that if the space is to be provided, how would a charge be possible.

Mr. Garibaldi explained that the Weather Service has 16 additional square feet that is not required in the Grant for which they must pay.

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Introduction of New Business by Commissioners.

A. Comp Time.

Commissioner Kadish said that the Mayor had sent a memorandum to all department heads regarding compensatory time, and asked that there be an agenda item on this subject on the agenda for the next meeting.

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B. Support for Interim Policy.

Commissioner Kadish said that the Board of Supervisors of San Mateo County had adopted a resolution supporting the Commission's Interim Policy on New Carriers and she thought that Supervisor Renne was going to introduce a similar resolution at the San Francisco Board of Supervisors.

Commissioner Fleishell said that Supervisor Silver had introduced such a resolution.

\* \* \*

C. Human Rights Commission and Anshen and Allen.

Mr. Grant Mickens, Director of the San Francisco Human Rights Commission, spoke at some length on behalf of his Commission about some of the news stories and publicity items which had appeared in the press over the past week. Mr. Mickens said that the articles which appeared regarding Anshen and Allen and his Commission were gross distortions and malicious in nature and had been initiated by a member of the Airports Commission. Mr. Mickens asked that the Commission go on record disclaiming these false statements so some of the damage done could be repaired. Mr. Mickens' full statement is on file with the Secretary of the Commission.

Commissioner Fleishell asked Mr. Mickens what he wanted the Commission to do, saying that apparently certain conditions were placed on the hiring of an architectural firm by the Airport, at least according to the Examiner story. Commissioner Fleishell asked if the Examiner story was wrong.

Mr. Mickens said that the Examiner was wrong.

Commissioner Fleishell said that he was personally chagrined to find that there were conditions placed on the contract of which he was not aware when he voted on the contract. Further, he said that in the future he would appreciate knowing all conditions when voting. Commissioner Fleishell said that the Airports Commission had taken the strongest stand of any City Commission in its support of Human Rights and had offered to finance a staff person for that Commission. He said that if the self-serving letter by Anshen and Allen had not been written, he would not have spoken, but he felt the Commissioners were entitled to know what was happening.

Mr. Mickens said that there was no intent to do anything but arrange the contract.





Commissioner Fleishell said that the Commissioners had to know what was going on, and if they disagreed with terms or conditions they would let the HRC know.

Commissioner Goosby said that he had received the letter, but after the vote was taken. Commissioner Goosby said that as events have unfolded, it was clear that Anshen and Allen themselves made the contract subject to what banks were used. He said that he had been through a similar situation with efforts to deposit money in minority banks, but he had always used domestically controlled commercial banks. Commissioner Goosby said that when he saw the names of the banks, he assumed one was a new commercial bank of Asian origin that was domestic. Commissioner Goosby said that apparently that condition was put on by Anshen and Allen who did not know the importance of putting money in a public bank.

Commissioner Goosby said a large segment of the community did not want the Human Rights Commission to function and had tried to discredit it to stop the job the City mandated that the HRC do. Commissioner Goosby said that there had been some success over the past ten years in muzzling affirmative action by the HRC. He said that if Mr. Mickens was asking the Commission to put out a statement clarifying the current situation, he would be in favor of staff developing some language that would clarify the Airports Commission support of the HRC. He said he assumed the other Commissioners would have no objection to such a statement.

Mr. Mickens said that he thought the Airports Commission and staff were one of the best, and he had real chagrin when he read the press articles.

Commissioner Kadish said that she thought the matter was a question of procedure; when the Commission looks at contracts, they go over them with a fine tooth comb and don't expect anything to be added.

Commissioner Goosby said that the Human Rights Commission was asking that a statement be issued in the name of the Airports Commission.

Commissioner Kadish said there was no doubt that the Airports Commission had a good working relationship with the Human Rights Commission and while a statement would undoubtedly help in this particular situation, she was uncertain about whether staff should put out a statement. Commissioner Kadish felt that it was a Human Rights Commission problem not an Airports Commission problem.

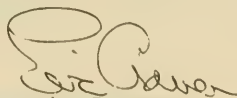
Commissioner Goosby said that he thought it was an Airports Commission problem and he hoped that the other Commissioners and staff felt the same way.

Mr. Mickens said that his Commission had always received good cooperation from the Airports Commission.

\* \* \*

Adjournment:

There being no further business before the Commission, the meeting was adjourned at 4:20 p.m., to go into Executive Session.



Eric Craven  
Commission Secretary



# **SAN FRANCISCO AIRPORTS COMMISSION**



JUN 18 1979

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## **MINUTES**

APRIL 17, 1979

**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**

President

**MORRIS BERNSTEIN**

Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z. L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport**

**San Francisco, California 94128**



MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING  
Tuesday, April 17, 1979

Call to Order:

The regular meeting of the Airports Commission was called to order at 2:32 p.m., in Room 282, City Hall, San Francisco, California.

\* \* \*

Roll Call:

Present: Commissioners Ruth S. Kadish, Morris Bernstein, Z.L. Goosby\*, J. Edward Fleishell.

Absent: Commissioner William K. Coblentz.

\* \* \*

Pledge of Allegiance: Led by Commissioner Fleishell.

\* \* \*

Approval of Minutes:

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was adopted by order of Commission President Kadish:

No. 79-0121 Resolution adopting the Minutes of the Airports Commission meeting of April 3, 1979.

\* \* \*

Agenda Items:

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

\*Commissioner Goosby arrived at 2:34 p.m. during the discussion of Item (1).



(1) Approval of the M & R Program Base Schedule.

No. 79-0122

Resolution approving the April 2, 1979 Modernization and Replacement Base Schedule developed by O'Brien-Kreitzberg Associates and the Bureau of Terminal Construction.

Mr. Richard Heath, Director of Airports, explained that the document before the Commission was the Base Schedule for the Modernization and Replacement Phase of the Terminal Construction Program, in which the program was broken into distinct projects and deadlines set for completion of each project, plus time schedules for important events in the life of each project. Mr. Heath said that the Program had been previously approved as far as budget and, with the approval of this item, the schedule of time and budget would have to be maintained and could be changed only by specific action of the Commission.

Commission President Ruth Kadish asked if this time schedule would be true in relation to moving the schedule up and allow for earlier completion dates.

Mr. Heath said that it related only to slippage in the schedule.

Commissioner Kadish said that it had become more and more evident, with the increase in international carriers, that there was urgent need to get the South Terminal West Addition moved up ahead of schedule. She said that she didn't know if this was a real possibility, but should be pursued.

Mr. Heath said that Anshen & Allen were looking at a modified, fast-track schedule and, if feasible, it might be possible to have an earlier completion. He said that that project was not dependent on any other.

Mr. Heath said that the document before the Commission was excellent in terms of displaying on an over-all, descriptive and graphic basis what was eventually going to happen in moving the airlines from one area to another. He said that it provided a document which would allow for better management.

Commissioner Goosby asked if the strike would affect United Airlines' move into the North Terminal Building.

Mr. Heath said that they would move in in spite of the strike so that all the other projects could proceed on schedule.

Commissioner Goosby asked about rental credits to airlines, if they meant that the Airport was allowing a credit for the improvements and was then allowing tenants to pay off over a period of several months instead of at the completion of work.

Mr. Heath answered, referring to Item (11), Rental Credit for Delta Airlines, that their rental would be reduced by a certain amount of money which had to be made up by fees and charges from other airlines and tenants.

Commissioner Goosby asked what Mr. Heath meant by the term fees and charges from other sources.





Mr. Heath responded that in next year's budget there would be a line reflecting the rental credit, which allows the airline to amortize the cost over a period of years.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

(2) Lufthansa German Airlines.

No. 79-0123                      Recommendation for the acceptance of  
Landing Fees Agreement, and approval  
of operations.

Mr. Heath explained that Lufthansa had received permission from the State Department to operate flights between San Francisco and Frankfurt. He said that in accordance with Commission policy, the airline had presented the staff with their operating plans, spelled out in documents, and had agreed that their operation would be solely with FAR 36 certifiable aircraft, Boeing 747's, which would meet all criteria. Mr. Heath said that the request should be granted by the Commission, and representatives of the airline were present if there were questions.

Commissioner Kadish said that she felt that adequate information had been provided. She asked the Lufthansa representative what their hours of operation would be.

Mr. Friedhauf, of Lufthansa, said that they would operate on Tuesdays, Thursdays and Sundays, starting May 10. He said that their flights would land at 4:20 p.m., spend two hours on the ground, leave for Los Angeles and return at 10:50 p.m., continuing on to Frankfurt at 11:59 p.m.

Commissioner Kadish said that the schedule fortunately was not at the worst hours of congestion in Customs, and Mr. Friedhauf explained that they had coordinated their flights so they didn't conflict with any other carriers.

Mr. Winfried Faustmann, Lufthansa Station Manager, was introduced to the meeting, and welcomed by the Commission.

\* \* \*

On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

(3) Pacific Telephone and Telegraph Company v. Homer J. Olsen, Inc. and related Cross Actions; San Mateo Superior Court No. 173-708.



Included in this calendar item is a recommendation of settlement in the aforementioned lawsuit. The settlement is recommended by the City Attorney and the Director. The case concerns the severing of a live telephone cable of Pacific Telephone and Telegraph Company on October 15, 1979 by an employee of Homer J. Olsen, Inc. while performing excavating work pursuant to Airport Contract No. 591. This settlement does not involve payment of any funds by the City and County of San Francisco.

Mr. Heath recommended settlement of this case which does not involve any payment and had been recommended by the Airports General Counsel.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

(4) Personal Service Contract - Bruce Perez.

No. 79-0125

Resolution approving the engagement of Mr. Bruce Perez on a personal services contract to be a member of the Property Management staff.

Mr. Heath explained that Mr. Perez had come to the attention of Mr. Pete Singer, Deputy Director for Business and Finance. Mr. Heath said that Mr. Perez had helped to put together a process where Duty Free had practically built the airport at Guam while he was Director of Business and Finance at Guam. Mr. Heath said that Mr. Perez is a CPA and has had extensive experience with property management and finance. Mr. Heath said that Mr. Singer would like to have Mr. Perez hired as soon as possible in the Property Manager III position.

Commissioner Goosby asked what the job called for.

Mr. Singer explained that there were two Property Manager positions, one which would have the responsibility for working in the airline and airline-related activities and the other in concession development. Mr. Singer said that he would like to assign Mr. Perez to the concession activities position.

Commissioner Goosby said that since Mr. Perez was Guamanian, Commissioner Goosby wondered if Mr. Perez was familiar with the local community and the various businesses and associations of contractors, builders, etc., as well as knowing where to get the skills from the various communities to help the Human Rights Commission. Commissioner Goosby said that he understood that one position was to work in conjunction with the concession consultant's recommendations and to help the Human Rights Commission develop minority involvement.



Mr. Singer said that while Mr. Perez did not come from San Francisco, he had been educated in California and his parents lived in California. Mr. Singer said that he was certain Mr. Perez would be sensitive to the various communities.

Commissioner Goosby asked if Mr. Perez had developed the concessions at Guam Airport.

Commissioner Fleishell commented that that Airport had mainly whiskey and perfume concessions.

Commissioner Kadish said that she had recently seen sales figures from that Airport and had been impressed with the volume. She said that she felt Mr. Perez had several good qualifications, including that he was an "idea man" as well as an "implementing man". She also commented that this would be an interim appointment.

Mr. Heath said he felt that Mr. Perez' experience and breadth of abilities would be useful in many areas. Mr. Heath said that this was to be a personal services contract, not to exceed six months and that after Civil Service had classified the position, it would be necessary for Mr. Perez to compete for the job.

Commissioner Kadish asked if Mr. Perez understood that he would have to compete.

Mr. Heath said that he did.

Commissioner Goosby said that even after the position is established by Civil Service, Mr. Perez could fill it until an examination was held.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (5) Extension of Time, Acceptance of Services, and Final Payment - Main Lafrentz & Company.

No. 79-0126	Resolution requesting Airports Commission to extend the time of contract with Main Lafrentz & Co. to January 31, 1979, approving a debit modification in the amount of \$120.83 and approving final payment in the amount of \$1,972.51.
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Mr. Heath said that this firm had been hired to provide the necessary background information for the financial analysis for the bond issue and it had been necessary, for various reasons, to extend the life of the contract. He said that while the contract came out \$120.83 over the original fee, he recommended that the services be accepted, the extension of time and the modification amount approved, and the contract terminated.

\* \* \*



On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

(6) Name Change for Bureau of Security.

No. 79-0127                      This resolution would authorize the official change of the name of the police force at the Airport from Bureau of Security to Bureau of Airport Police.

Mr. Heath said that this resolution was recommended by Mr. Louis Turpen, Deputy Director for Operations and Maintenance and by Airport Police Chief Harold Barker. He said that they felt it was important to change the name of the Bureau to avoid some of the mis-impressions given by the current name, Bureau of Airport Security.

\*                      \*                      \*

On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

(7) Award of Contract No. 1236, \$87,630.00. Grooving of Runway 1R-19L, South Half.

No. 79-0128                      Resolution awarding Contract No. 1236, Grooving of Runway 1R-19L, South Half to Hunt Contracting Company, 1627 Chico Avenue, South El Monte, CA in the total amount of \$87,630.00.

The purpose of this contract is to cut transverse grooves in the runway pavement for a width of 130' from the intersection with R/W 28L southerly to the threshold, the transverse grooving will increase the surface frictional resistance to aircraft braking under wet pavement conditions and hence enhance operational safety.

Two bids were received on April 6, 1979:

1. Hunt Contracting Co.	\$87,630.00
2. Penhall Company	115,570.00

Construction time is 21 calendar days.

This contract is not part of the Airport Expansion Program.

Mr. Heath said that staff had recommended award of the contract to Hunt Contracting Company, the low bidder. He said that the amount bid was substantially under the engineer's estimate, probably because a runway had never been grooved at the Airport before and this was a first attempt at such estimation.

Commissioner Fleishell asked how many firms were asked to bid.





Mr. Robert Lee, Deputy Director for Planning and Development, said that nine general contractors had taken out plans and specifications, but only two proposals had been received. He said that this was highly specialized work, and most firms do not have the equipment and would have to sublet the job. Mr. Lee said that only three firms in the country had the necessary equipment, two in Southern California and one in Florida. Mr. Lee said that his staff had contacted Oakland Airport and used their cost figures for Oakland's grooving for the estimate.

Commissioner Fleishell said that if only two people had bid, it was obvious that the companies had shaken hands and decided who would get the contract. He said that if this was the case, it would have been better to negotiate the terms instead of bid on the contract.

Mr. David Kroopnick, Acting Airports General Counsel, said that negotiation in these matters was in violation of the Charter regulations and the item had to be bid on.

Commissioner Bernstein asked why the runway hadn't been grooved originally.

Mr. Heath explained that grooving was done as a routine matter at airports where there was ice and snow. He said that the grooving was designed to provide better traction; many highways had been grooved.

Commissioner Fleishell said that he felt that this would be an example of where the Charter Revision Commission should deal with the subject where work is highly specialized, creating a non-competitive situation.

Commissioner Kadish said that another such example which had recently come before the Commission was the matter of waterproofing material for the roofs and decks. She said that one company had the exclusive right to the material and any firm which bid on the job would have to buy material from that company.

Commissioner Fleishell said that if the Commission were in a position where it could legally negotiate, they could get a better deal. He said that some way should be found to bring this to the attention of the Charter Revision Commission.

Mr. Heath said that he had received a request from that Commission asking for information and suggestions. He said that in addition, at the urging of Richard Sklar, the Director of Public Utilities, Mayor Feinstein had set up a committee to look at contracts, contract procedures and to recommend changes.

Commissioner Goosby asked if that Mayor's committee was working towards recommendations which would affect bidding.

Mr. Heath said that the committee would be looking at all Administrative and Charter provisions so that the City would be able to contract more efficiently.

Commissioner Goosby asked if Purchasing was a part of that revision and if the Airport was legally able to do its own purchasing, such as the custodial contract, since the Airport is outside the City limits.



Mr. Heath said that under the Charter, any agency outside the City limits could have its own purchasing department, and the Airport will probably have one as a result of the Airport's reorganization, after approval of an ordinance by the Board of Supervisors.

Commissioner Goosby said that that would mean a savings since there would no longer be long, drawn-out procedures.

Mr. Heath agreed, saying that besides getting away from some of the budgetary restrictions, such as a limit of purchase, there would be the ability to stockpile items when the price was right.

Commissioner Kadish said that it was important to give attention to the suggestions that can be made to the Charter Revision Commission so that the City, in the long run, will benefit.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following item was placed before the Commission; following discussion it was put over to be considered at the next Commission meeting:

Airport Contract No. 1015, Garage:  
Stage V, Substitution of Subcontractor.  
Resolution approving the substitution of Roland Painting Company as the painting subcontractor for the subject contract in lieu of A & B Painting Company, the original subcontractor specified in the bid proposal.

The General Contractor, Titan Pacific Construction Corporation, has agreed to be released from the painting subcontract work because a contractual agreement cannot be reached between them. This substitution of subcontractor is made at no change in cost to the City and is in accord with Section 60 of the General Provisions of the Contract Specifications. Staff has ascertained the experience record and capability of Roland Painting Company to perform the required work.

Mr. Heath said that this was a request to substitute a subcontractor. He said that the staff had investigated this substitution and recommended that the change be approved.

Commissioner Goosby asked what impact this change would have on the approval given the original contract by the Human Rights Commission.

Mr. Lee said that the contract had a requirement for a ten percent minority subcontractor and that even with the dropping of the present subcontractor, the contractor, Titan Pacific, would still be one percent over the minimum requirement.



Mr. Stanley Lim of the Human Rights Commission staff told the meeting that his Commission had not been informed of the change and requested a delay to provide an opportunity for investigation. He said that Titan Pacific would have to file the proper form and then it would be determined whether the contract was still within acceptable minority quotas.

Commissioner Kadish said that three copies of the agenda had been sent to the Human Rights Commission at the same time that the Airports Commission received their copies.

Mr. Lim said that he had not been told of the change and he had been involved in approval of all stages of the contract.

Commissioner Fleishell suggested that the item be passed and Mr. Lim could meet with staff to see if there was any reason to disbelieve what they had told him.

Mr. Lee said that the subcontractor had been checked out and had met the minority requirements.

Mr. John Caproni, of CMC, said that he had talked with Titan and had been told that a letter had been sent to the Human Rights Commission and that he had also checked the figures and percentages that Mr. Lee had given and they were correct.

Commissioner Kadish asked what the effect of a delay in Commission order would be.

Mr. Caproni said that the item could probably go over to the next meeting without causing any delay, but not beyond the May 1st date.

Mr. Lim said that if there was a substitution for a subcontractor, a manpower form must be filed prior to approval.

Commissioner Goosby asked if the new subcontractor had had an opportunity to do this.

Mr. Lim said that the form had not been filed and that he did not know if the new subcontractor would be able to meet the requirements. He said that HRC needed ten days to investigate.

Commissioner Kadish said that inasmuch as this material was sent to Human Rights at the same time as it was sent to the Airports Commission, it was possible that Human Rights personnel had mislaid the information and that the subcontractor may also have complied.

Commissioner Goosby asked that the item be put over to the next meeting if staff had no serious problem with the delay.

Commissioner Fleishell said that he would agree to a continuance on this time, but he suggested that in the future it would be incumbent on the Human Rights Commission to become aware of what was on the Airports Commission agenda.

Commissioner Kadish also agreed to delay action until the May 1st meeting, and said that she would appreciate a letter from the Human Rights Commission in time enough to handle the item at that meeting.



On motion of Commissioner Bernstein, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (9) Modification No. 4 (Debit), Airport Contract No. 650D, Ratifying Action of Director of Airports on Change Orders, North Terminal Interior Design Elements, \$23,393.00.

No. 79-0129

Resolution approving and ratifying the action of the Director of Airports in approving Change Orders 7 thru 11, and requesting the Controller's certification of Modification No. 4 to Airport Contract No. 650D, North Terminal Interior Design Elements, in the total amount of \$23, 393.00.

The contractor for this project is Ralph Larsen & Son, Inc.

The modification provides structural support framing for double-faced graphic signs 2177 and 2178; installs carpet wall finish at curbside check-ins, concourse side, and walls of security check-points of frontal gates; provides conduit and junction boxes for one stand-up type telephone cubicle; requires core drilling of concrete floors of public telephones; and provides digital clock connections to master clock system.

Original amount of contract	\$498,000.00
Previous modifications (Debit)	24,519.00
Revised amount of contract to date	522,519.00
Modification No. 4 consisting of the following Change Orders:	
No. 7,	\$9,062.00 (Debit)
No. 8,	7,082.00 (Debit)
No. 9,	343.00 (Debit)
No. 10,	390.00 (Debit)
No. 11,	6,516.00 (Debit)
	23,393.00
Revised amount of contract	\$545,912.00

This contract is part of the Airport Expansion Program.

Mr. Heath recommended approval of the change orders he had previously approved, all of which were under \$10,000, with a total of \$23,292.00. He said that in each case, the question of responsibility would be evaluated at the end of the contract.

\* \* \*

On motion of Commissioner Fleishell, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

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- (10) Modification No. 14 (Debit), Airport Contract No. 925, North Terminal Aprons and Reconstruction of Taxiways "S" and "SS", \$36,557.40.

No. 79-0130

Resolution approving and ratifying the action of the Director of Airports in approving Change Order Nos. 925-28, 925-30 and 925-31 in accordance with Airports Commission Resolution No. 70-0044 and requesting Controller's certification of Debit Modification No. 14 in the amount of \$36,557.40. The contractor for the work is Piombo Corporation.

This modification involves reconnection of existing electroliers to restore lighting in Butler Aviation's parking lot and along new cargo cart road; extension of transformer housings for Taxiway "A" centerline lights to meet field conditions; and construction of approximately 3,200 sq. ft. of P.C.C. pavement between "H" & "I" connector and Pier "B" to provide an access for scavenger trucks loading at Host International's trash compactor.

Original amount of contract	\$8,131,587.00
Previous modifications (Debit)	171,203.42
Modification No. 14 (Debit)	36,557.40
Revised amount of contract	\$8,339,347.82

This contract is part of Federal Aviation Administration ADAP Project No. 6-06-0221-08.

Mr. Heath said that these were modifications to the North Terminal Aprons and the reconstruction of two taxiways.

\* \* \*

On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- (11) Resolution Approving a Rental Credit as Reimbursement to Delta Airlines in an Amount not to Exceed \$263,755.00.

No. 79-0131

The Airport's Modernization and Replacement Phase requires that Delta Airlines be relocated from Pier D to Pier C on an interim basis. The Airport is further committed to absorbing all costs of air carrier interim relocation. The amount of \$263,755 is that figure estimated by the Bureau of Terminal Construction as necessary to accomplish that relocation.



Mr. Eric Craven, Commission Secretary, pointed out minor corrections in the item.

Mr. Heath said that it was necessary to move Delta Airlines to provide some improvements. He said that Delta will do the work and get a rental credit.

Commissioner Fleishell asked if the airlines reviewed these figures and were comfortable with them.

Mr. Heath explained that the airlines reviewed all figures, and were comfortable with them.

\* \* \*

On motion of Commissioner Fleishell, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

(12) Tenant Improvement: United Airlines Maintenance Operations Center, Electrical Revisions at Fuel Tank Farm, \$45,000.00.

No. 79-0132

Resolution approving final plans and specifications submitted by United Airlines showing modifications to the electrical system for the fuel tank farm at the Maintenance Operations Center to simplify operation of the tank farm and to bring the electrical system into compliance with the latest electrical code requirements.

The work will be done by United Airlines at their own and sole expense and without rental credit. The estimated cost is \$45,000.00.

Commissioner Goosby asked where the fuel tanks were.

Mr. Lee said that there was a series of tanks at the north end of the airport, under lease to different fuel companies.

Commissioner Goosby asked who used the fuel, if it was Airport trucks, and if the Airport bought the fuel and sold it, and when the current leases would expire.

Mr. Singer said that the oil companies bought the fuel and then sold it to the various airlines, and that the leases would be up at different times.

Commissioner Goosby asked if the leases would go out to bid so new suppliers could bid against the current companies.

Mr. Singer said that the leases would go out to bid.

\* \* \*



On motion of Commissioner Bernstein, seconded by Commissioner Goosby, the following item was placed before the Commission; following discussion it was put over until the next Commission meeting:

(13) Personal Services Contract with Stephine Hopkins.

Resolution approving personal services contract with Stephine Hopkins to assist terminal operations in developing an Airport Passenger Services Program.

Mr. Heath said that approval of this personal service contract with Stephine Hopkins was recommended to help Operations and Maintenance develop a passenger service program. He said that Ms. Hopkins had had experience with this type of program and planned to take the recommendations from the various Task Forces and use them. He said that Ms. Hopkins had been interviewed by both himself and by Mr. Turpen, and they considered her well qualified to do a job that staff was not available to do at this time.

Commissioner Kadish said that she had a question related to the Task Forces; they had been set up and had been requested to submit interim reports. She said that the Commission had received only one report relating to the Passenger Services Program. She said that it seemed that the procedure should be revamped so the Commission would have seen a presentation of the findings of the Task Forces prior to any personnel changes.

Mr. Heath said that the Commissioners had received a copy of the report made by Mr. John Costa and the hiring of Ms. Hopkins was to carry out some of the recommendations made in that report. He added that there had been mixed success with the Task Forces in general and that he was in the process of looking at them; perhaps the objectives given were too broad to be effective and should be narrowed down to more specific objectives.

Commissioner Kadish said that it would be valuable to the Commission to have the material developed to this point.

Commissioner Fleishell said that the Airport was becoming victim of government by consultant. He said that there was a staff which received decent wages and should be able to do the job. He said that what was being attempted here was done at many airports: for instance, Los Angeles used graduate language students who worked fewer than 20 hours per week; their activities were scheduled to coincide with the arrival of flights. Commissioner Fleishell asked what was the need for a consultant, saying that the airlines already provided passenger information service, for which they had the primary responsibility. He said that if the passengers were unhappy they would fly another airline.

Commissioner Fleishell said that he did not see the need for an expert to create this kind of system and that the Airport staff was fully competent to handle the job. He suggested calling the other airports to see how they created their systems. Commissioner Fleishell said that if a program failed, the blame could always be placed on the consultant, and he preferred to keep the responsibility inhouse.



Mr. Heath said that he was familiar with the LAX program and did not consider it appropriate for San Francisco. Mr. Heath said that he understood LAX had a very large, extensive program involving some 60 full-time employees. He said that staff was attempting to develop an extensive information program for ground transportation. He said that it was necessary to provide assistance to passengers who needed special help since the airlines don't take care of people before they check in their baggage or after they claim their baggage; he said that at other times people are on their own in the Airport. He said that it was necessary to provide information on San Francisco, how to get to various places, multilingual service, etc. and that these things were provided in different ways at different airports. Mr. Heath said that it was necessary to pull all the information services together, to explore the possibility of hiring people to see where things might be combined: could the insurance booths provide information or sell tickets for downtown events? He said that that is the sort of thing Ms. Hopkins was needed for.

Commissioner Fleishell said that he felt there was creativeness already in-house at the Airport.

Commissioner Kadish said that the difference between this personal services contract for Ms. Hopkins and the one for Mr. Perez (Item (4) on today's Calendar) was that the Commission was not provided background material on Ms. Hopkins. She suggested putting over the item until such material was received by the Commissioners, as well as Ms. Hopkins' proposal.

Commissioner Goosby remarked that the visitor service/passenger information program came up last Fall when the budget was being approved. He said that at that time, almost a million dollars was requested for this service and this amount was reduced by the Commission, although the Commission agreed that there was need for improvement in the passenger services area. Commissioner Goosby said that four people are being added to the Business & Finance Office because no one on the staff has the time to do the necessary work, although the skills are already inhouse, and it is possible that this was the same situation.

Commissioner Kadish agreed with Commissioner Goosby and added that for the next meeting background information was needed.

Commissioner Fleishell said that previously the Commission was given a budget which contained a proposed million dollars for the passenger service plan; now they were given an item asking approval to hire a \$6,000 consultant to improve the million dollar plan.

Mr. Heath said that everybody agreed that the proposed million dollar plan was far too costly and needed to be reduced.

\* \* \*





No motion was made on the following item, but brief discussion took place:

(14) Contract for North Terminal Automation and Temperature Control System.

This resolution will authorize a contract between the City and County of San Francisco and Honeywell Incorporated for the full service and complete maintenance of the automation and temperature control system of the North Terminal Building and Parking Garage Complex.

Commissioner Kadish said that she wanted to defer discussion on this item until the next meeting because she had not received any background information.

\* \* \*

6. Introduction of New Business by Commissioners

A. Jurisdiction of San Mateo Over Airports Construction.

Commissioner Fleishell said that several weeks ago, Mr. Jim Woods, Deputy City Attorney, had written an opinion on the difficulty of submitting plans to San Mateo County for approval. Commissioner Fleishell asked that all airlines be advised and reminded that when there is sovereignty involved, the gratuitous submittal of plans to San Mateo County could result in losing the right of the Airport to have final control over construction. He said that even though San Mateo County has no jurisdiction over the Airport, if plans are submitted for approval to that County, they are allowed to take jurisdiction. He said that this could result in San Mateo County coming in to regulate activities where they do not currently have the authority to do so.

Mr. Heath said that he had passed the Commissioner's comments on to Mr. Woods and Mr. Donald Garibaldi, Airports General Counsel. Mr. Heath said that he thought the opinion only to plans submitted to the San Mateo Health Department on a voluntary basis.

Commissioner Fleishell said that the submission of any plans could remove the Airport from a position of sovereignty.

Mr. Heath said that he would make sure the airlines and tenants are all reminded of this fact.

\* \* \*

B. Airport Rules and Regulations Relating to Taxicabs and Courtesy Vehicles.

Commissioner Kadish said that the matter of roadway usage charges had been put over until the current meeting. She said that there was some material and people's presentations which were to have been discussed with Mr. Garibaldi and she assumed that the matter was not on the agenda due to Mr. Garibaldi's vacation.



Mr. Singer said that since the last meeting, several discussions had been held with off-airport rental companies and hotel people with respect to courtesy cars. He said that Mr. Ed Lanzilla of the Business and Finance Office Mr. Garibaldi were in the process of formulating new rates which were anticipated to be satisfactory to all parties concerned. He said that these rates would be presented at the next Commission meeting. He said that all people who had contacted staff had been contacted, in turn, by Airport staff on this matter.

Commissioner Goosby asked if a letter from National Car Rental had been dealt with.

Mr. Singer said that National had misunderstood some of the material but that the issue was cleared up now.

\* \* \*

C. Landing Fees for General Aviation and Interim Policy on New Carriers.

Commissioner Goosby asked about the progress on the discussion of charges for general aviation aircraft.

Mr. Heath said that he had held a meeting with representatives of general aviation which had produced some suggestions. He said that he had also asked Butler Aviation to conduct a survey for one month to give a record of the type of aircraft, weight etc., so that there would be a feeling of the actual flow and how the planes could be appropriately mixed into the pattern of commercial jets. He said that one of the suggestions received was to use a pattern whereby the runway now being used as a taxiway, parallel to Runway 28, would be used for general aviation. He said that the Operations Division was in the process of studying this proposal.

Commissioner Kadish asked if staff was working with the FAA on this matter.

Mr. Heath said that he had received a letter from Mr. Clark Onstad, General Counsel of FAA, who had written that there was a severe problem with the interim policy and that he would be happy to work with the Commission. Mr. Heath said that he planned to set up a meeting with FAA. Mr. Heath said that he had been assured that the FAA would not institute precipitous or punitive action against the Airport and that they were anxious to work with the Airport to solve problems.

Commissioner Fleishell asked if the process at Orange County was being monitored.

Mr. Heath replied that it was.



Commissioner Goosby said that apparently there would be no charge levied on a pilot coming in to pick up a friend but there would be a charge against all commercial users. He said that it appeared to be valid that there be a distinction between commercial jet and shuttles, versus private users. Commissioner Goosby asked if it would be legal to discriminate between commercial and private users.

Mr. Heath said that the problems involved were very complex: with deregulation, many small communities would be losing their existing air service, so that air taxis would be the only available air transportation. He said that if they are heavily charged, the fees would be passed on to the passengers, thus discouraging their usage, making that kind of transportation undesirable.

Commissioner Goosby asked if there was talk of charging across the board.

Mr. Heath said that he wanted to avoid putting a charge on air taxis which would drive up the cost.

Commissioner Kadish suggested different charges for private as against commercial aircraft.

Mr. Heath said that he didn't know if there could be discrimination.

\* \* \*

#### 7. Adjournment:

There being no further business before the Commission, the meeting was adjourned at 3:41 p.m.



Eric Craven  
Commission Secretary



# **SAN FRANCISCO AIRPORTS COMMISSION**



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## **MINUTES**

Tuesday, May 1, 1979

**DIANNE FEINSTEIN, MAYOR**

## **COMMISSIONERS**

**RUTH S. KADISH**

President

**MORRIS BERNSTEIN**

Vice-President

**WILLIAM K. COBLENTZ**

**DR. Z.L. GOOSBY**

**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**

Director of Airports

**San Francisco International Airport**

**San Francisco, California 94128**





MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING  
Tuesday, May 1, 1979

Call to Order:

The regular meeting of the Airports Commission was called to order at 2:30 p.m., in Room 282, City Hall, San Francisco, California.

\* \* \*

Roll Call:

Present: Commissioners Morris Bernstein,  
William K. Coblentz\*, Z. L.  
Goosby, J. Edward Fleishell

Absent: Commissioner Ruth S. Kadish

\* \* \*

Pledge of Allegiance: Led by Commissioner Coblentz.

\* \* \*

Approval of Minutes:

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was adopted by order of Commission Vice President Bernstein.

No. 79-0133 Resolution adopting the Minutes  
of the Airports Commission meeting  
of April 17, 1979.

\* \* \*

Commissioner Coblentz left the meeting at 3:33 PM during the discussion of Item 6(D) of the Director's Reports.



## Calendar Items:

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following item was placed before the Commission; subsequently on further consideration was postponed to a future meeting.

- (1) Recommendation of the Director of Airports on Landing Fees for 1979-80 and Amendment to Landing Fees Agreement.

Mr. Richard Heath, Director of Airports said that due to the fact that staff was working with the Airlines on an alternative method of capital financing and because the Land Use Study may recommend noise pricing, it was mutually agreed that the normal procedure of setting landing fees for a three year period be modified. He said that it had been agreed that at this time, the fees would be set for the first year of the triennium and next year the fees would be set for the remaining two years.

He said that there is a procedure spelled out in the Landing Fees Agreement regarding Airlines' agreement to the Capital Improvement Program, and Mr. Heath reported that agreement had been reached with the Airlines on most major items. He said that the Airlines had agreed that it was necessary to proceed with many of the projects, but they felt that some might be postponed until later years or should be funded differently. He said that there was still disagreement about funding capital projects out of current revenues. Mr. Heath said that he also agreed that current revenues were not the best way to fund capital items but, under the circumstances, there appeared to be no other way to do it. Mr. Heath said that he had had a number of meetings with representatives of the Airlines and they had narrowed the disagreements down to one major item: \$500,000 for the remodeling of the Engineering Building. Mr. Heath said that the Airlines would like to see this project postponed until Fiscal Year 1980-81, but that his recommendation was to go forward, as the project had been postponed many times in the past.

Mr. Heath said that to satisfy the requirements of the City Charter, it would be necessary to hold a public hearing and he suggested that such a hearing be held at the next Commission meeting, May 15. Mr. Heath said that the recommendation for a new landing fee would be \$1.78, base rate, with \$1.47 as the average rate. He suggested that the Airlines make any comments they had at this meeting, with additional comments to be accepted on May 15.

Mr. Jan Blais, representing the Airlines Policy Committee, spoke at some length and asked some questions of the Commission and Mr. Heath regarding budget items. Mr. Blais asked how the budget as presented compared to the one approved by the Mayor and soon to be passed by the Board of Supervisors. Mr. Blais said that he believed, and recommended, that the total amount should be no higher than the Supervisors adopt and that he could see no good reason for setting rates until the amount is ultimately set by the Board of Supervisors.

Mr. Heath responded that, because of budget procedures, there was no way of knowing what the budget approved by the Board of Supervisors would be because the Finance Committee had not as yet passed on their recommendations. He said that normally it could be assumed that the whole Board would accept the Finance Committee's recommendations. He said that



the Mayor had recommended a few changes in the original budget submitted to her office and there was a large cost element not included in the figures, the cost of salary standardization, and it would not be known until late in June what that total salary cost would be. Mr. Heath said that the landing fees must be set at a level which would generate the necessary revenue to cover expenses, plus an estimated amount for salary standardization. He said that the necessary City procedures would have to occur in order to get an exact figure and the final action of the Board in approving the budget might not take place until sometime in June. Mr. Heath said that landing fees must go in effect on July 1, and if they are set too high, the fees could be adjusted downwards by the Commission or the additional funds generated could go into the surplus for the following fiscal year.

Mr. Blais said that he was not suggesting that the Airlines interfere with the necessary timing of the process; however, if the budget proved to be lower than the revenues needed, one of two things could result: there would be a generated surplus, or the fees could be lowered downwards, and once the results of the Board's action was known, there could be a remedy.

Mr. Blais asked if the salary amount was expected to cover the salary standardization and the fringes.

Mr. Heath said that the figures were estimates to cover these costs but the exact figure could not be determined until a later date.

Mr. Blais said that there had been a constructive process between the Airlines and the staff to get the budget down to a manageable level. However, he said that he had to question the figure of \$2 million for unanticipated projects and emergencies, stating that in an earlier budget this figure had appeared as \$191,000. Mr. Blais said that he fully agreed with Mr. Heath that the Airport should have a reserve to handle unanticipated contingencies, but he questioned the need for two million, especially since the smaller amount was shown to be sufficient two months ago. Mr. Blais said that if contingencies arose to such an extent, they should come back to the Commission for consideration.

Mr. Heath replied that such contingencies would come back to the Commission for approval. He said that this was a reserve for unanticipated events, such as grooving runways. He said that if such a fund is not included in the original budget, it would be necessary to go through the whole supplemental process in order to obtain it and an emergency could result in an emergency raise in the landing fees. Mr. Heath said that he could not answer why the figure had jumped from \$191,000 to \$2,000,000 but he would investigate and be prepared to respond to this specific question at the next meeting. Mr. Heath said that the only changes in the figures resulted from changes in the Mayor's approved budget which were all downward, and he had agreed that \$3.5 million in projects could be postponed until next year.



Mr. Blais questioned the contingencies and Architectural and Engineering figures, saying that the bottom line figure should be reduced by the same percentage as the capital budget had already been reduced: since \$3.5 million in items would be postponed, roughly 25-30%, contingencies and A&E should be reduced by the same amount.

Mr. Heath agreed that this was a very good point and said that if Mr. Pete Singer, Deputy Director for Business and Finance, had not been on vacation, this would have been done and that there would be an amendment to accomplish this reduction.

Mr. Blais questioned the figure of \$810,000 shown for equipment as against the Mayor's recommendation of \$530,012 and suggested that the Mayor's figure be used.

Mr. Heath said that he understood that the Mayor's budget showed the entire amount: the figure Mr. Blais had, \$530,012, was the amount left after the entire amount was reduced by ADAP funds, shown on the revenue side. Mr. Heath said that the total equipment budget had been approved by the Mayor and the Finance Committee.

Mr. Blais said that he stood corrected and would recheck his sources.

Mr. Blais said that he would like to remind the Commission of one significant expense item which they had already had difficulty with, the Visitors Service and Information Program. Mr. Blais said that he would like the Commission to ensure that this item won't be put back into the budget.

Mr. Heath said it had been anticipated that a Visitors Service Program would come back before the Commission. He said that his understanding of the Commission reaction to the previous proposal was that a program costing a million dollars a year was too expensive. He said that staff had then looked at ways that the program could be provided at substantially less cost, but there would not be any such program unless the Commission specifically approved it through normal proceedings. Mr. Heath said that this was not a special line item in the existing budget, but a program which he expected and hoped to get designed, approved and into operation during the next fiscal year.

Mr. Blais said that that answer did not surprise him. He then said that there was a problem with setting fees higher than the approved expenses: it made it easier to spend money when programs come up. He said that except for an emergency situation, the spending of additional funds should be made difficult. Mr. Blais said that if it does take time to raise non-emergency funds, so be it.

Mr. Blais also commented on the airline landed weights figure. He said that the 27,035,000 estimated figure was representative of a number of airlines but did not include any of the new commercial lines which had come into the Airport. Mr. Blais said that reasonable estimates could be made from the presentations made to the Commission when a new airline asked permission to utilize SFO, as the schedules, types of planes, etc., were always included. Mr. Blais said that he felt it important from the Airlines' standpoint to include all companies at a realistic level.





Mr. Heath said that he was not certain how the landed weights were calculated, but that the landed weights provided for the current year had fallen too low because of the United Airlines strike. Mr. Heath said that he would re-examine this matter to see if the figures should be recalculated and would have a response at the next meeting.

Mr. Blais said that a letter had been previously sent to the Commission by Mr. Heath, a letter which he agreed, to the effect that the Airlines were exploring other methods besides bonds of financing the Modernization and Replacement Program. He said that they were working on this problem in cooperation with the City and the Airport staff. He said that this whole matter would be a part of the settlement between the Airlines and the City should not be taken out of that context. He said that if there was success in negotiating the entire settlement, it would be a cooperative effort.

Mr. Blais said that the amendment to the Landing Fees Agreement had Airline concurrence to a point. He said that the Airlines agreed with the rates but did not agree with the Airlines paying landing fees over the already protested amounts. He said that the contested matters had come up in the negotiations. He said that at the moment, capital items were planned to be funded out of landing fees but if this were not done, no increase would be necessary. He said that the Airlines objected in substance to the Commission's action in raising fees.

Commissioner Fleishell asked why these matters, other than the comment on Mr. Heath's letter were not resolved with staff before coming to the Commission. He said that there should be a closer relationship between staff and the Airlines.

Mr. Blais said that he felt he must disagree with that statement in one respect: some of the matters involved had policy implications and he thought it important for the Commissioners to hear his views, particularly about raising more money than was needed.

Mr. Heath said that he agreed with Commissioner Fleishell that technical questions should be resolved with staff and had Mr. Singer been available, this would have been done.

Commissioner Goosby questioned the item on Drainage Pumping Station, asking if this was for 1979-80.

Mr. Heath said that this was the entire capital plan for the next five years and the Commission would be asked at the next meeting to approve the plan, then no projects could be added, deleted or changed without Commission approval. He said that any changes in the cost would require Commission approval, which had not been necessary in the past. Mr. Heath said that the airlines' approval also affects the capital plan and it was hoped to get their approval. He said that it would be hard to ask the airlines to approve a capital plan when there was so much uncertainty regarding funding. Mr. Heath said that it was important for the Airport to have a five-year approved capital plan which, however, would not be set in concrete and could be changed as new airlines came in. He said that the plan was for internal management and specific procedures would have to be followed to make any changes in the plan.

Commissioner Goosby asked if the signatory airlines had approved.



Mr. Heath said that approval would occur when the landing fees are set; if the Airlines disagree with the proposed plan, it goes back to him and he re-examines the Airport's position. He said that the Commission makes the final judgment on the plan. He said that the procedure does provide a formal way for the airlines to have direct and specific input, as a group, on the capital projects to be included for the coming year.

Commissioner Goosby asked if all projects were included both those paid for by bond funds and others.

Mr. Heath said that all projects, regardless of how funded, were included in the schedule.

Commissioner Goosby asked if projects had to be approved by the airlines even when bond funds were used.

Mr. Heath said that they did.

Mr. Heath said that he suggested there be no action on this item at this meeting, but that there be further discussion at the Public Hearing on May 15.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

(2) Bid Call - Airport Contract No. 1100, Boarding Area "E"

No. 79-0134

Resolution approving final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1100, Boarding Area E.

The contract provides for construction of a passenger terminal facility at the east end of the North Terminal to service eight aircraft parking positions. This new facility will replace existing Pier "B" which will shortly be demolished under Airport Contract 1102. Concession spaces, public restrooms, security check space and baggage cart ramp to North Terminal basement are included in the work.

This work is part of the Airport Expansion Program.

The construction time is 670 calendar days.

Mr. Heath said that the work on Boarding Area E was ready to go to bid. He said that Boarding Area E would accommodate National and Delta and was at the rear end of the North Terminal building.



Mr. Len Blackford of Airport Architects explained that Boarding Area E does two things: it finishes a small area in the northeast corner of the North Terminal building on the basement and apron levels and provides a replacement boarding area for the vacated United pier which will soon be demolished. Mr. Blackford said that 125,000 square feet of terminal space would be built. Mr. Blackford said that the drawings had been presented to the Commission on December 5 for preliminary approval. He said that the construction documents for this job were currently at the printers. He said that there had been little change from the preliminary drawings, except by agreement of the staff and the Airlines. He said that the second moving walk had been omitted, a fire sprinkler system had been added at the request of the Fire Marshall and the air conditioning controls had been extended to the central plant.

Mr. Blackford said that there would be a one level functional area with the finishes and materials the same as the North Terminal. He said that the boarding area will comply with Title 24 requirements regarding the air conditioning system and lighting levels. He said that the rendering was at the Art Commission and that Commission had approved the project. He said that the original budget estimate of January 1978, based on the revised Master Plan, had been \$10 million for this project. Mr. Blackford said that at the time the preliminary plans were approved, the cost was estimated at \$9,970,000 without a bidding contingency. He said that shortly after approval of the preliminary plans, the changes just mentioned were made, and in February, when 60 percent of the final drawings had been completed, the architects were advised by staff that the budget had been reduced to \$9,700,000 and was to include a bidding contingency. Mr. Blackford said that the final base estimate of \$9,400,000, without the bidding contingency is a little uncomfortable considering today's market. He said that the items which had been identified by staff as those which could be delayed or would call for re-design had been eliminated. Mr. Blackford said that the estimator now feels comfortable, with the escalation factor updated through the first quarter of this year, except for unusual market conditions, the project costs would be satisfactory.

Commissioner Fleishell asked if the same estimator had been used as had estimated the Tower.

Mr. Blackford said that it was the same person but the Tower project had been a unique, high risk job.

Commissioner Goosby asked if it was anticipated that the costs would cover the inflation factor.

Mr. Blackford said that the inflation factor over the 22 months construction time had been incorporated in the costs.

Commissioner Goosby said that the resolution didn't indicate any "not to exceed" figure.

Mr. Heath told the Commissioners that they had already approved the \$9.7 million for the project when the total M&R Program was approved. He said that the bid had to come in for that amount, or less, or the Commission would be asked to approve the increase by formal action. Mr. Heath explained that this was a change in procedure: formerly, if a bid came in over estimate, staff proceeded without formal Commission approval.



Commissioner Fleishell asked if a moving sidewalk was retained in the present plans.

Mr. Blackford replied that one had been taken out and one had been left in.

Commissioner Fleishell asked if the moving walks would have variable speeds.

Mr. Blackford said that they would not.

Commissioner Fleishell asked Mr. Heath if this was a problem that should be dealt with at this time.

Mr. Heath explained that there was no controversy over the speed of the moving walks, only over the escalator speed. He said that in the future, when escalators are bid, variable speeds will be specified. He said that the moving walks were currently about half as fast as those normally found.

Mr. Heath asked if the moving walk was an option.

Mr. Blackford said that it was.

Commissioner Fleishell told Mr. Blackford that his firm was still doing business as "San Francisco Airport Architects" which was causing some question and confusion. Commissioner Fleishell asked what steps were being taken to remedy the situation.

Mr. Blackford said that all documents designate that title as the name of the joint venture and he would imagine that old documents would have to be modified to eliminate the term.

Commissioner Fleishell said that it would not be necessary to modify documents as they were in-house, but he was concerned with the confusion in the trade.

Mr. Blackford said that the name had existed for ten years.

Commissioner Fleishell said that that was what he wanted to eliminate and asked what steps were being taken to accomplish it.

Mr. Blackford said that he had no objection to the elimination of the name.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (3) Modification No. 1 to Professional Services Agreement, Modernization and Replacement Phase, \$402,500.00, San Francisco Airport Architects.







Resolution approving Modification No. 1 to the San Francisco Airport Architects Professional Services Agreement to provide for continuance of basic services through bidding and construction phases and full time project representation beyond basic services during the construction phase of Contract 1100, Boarding Area E.

Mr. Heath explained that this item was related to the previous one, completion of Contract No. 1100, and was a modification of the professional services agreement with Airport Architects. He said that this resolution would approve the architectural fees and a Clerk of the Works position to ensure that the construction meets the specifications of the architects. Mr. Heath said that he was meeting the next day with the architectural consultant, Mr. Howard Friedman, to spell out the duties of the new Clerk of the Works more specifically, to ensure that the Airport was getting what they bargained for.

Commissioner Fleishell asked how this new position related to the Commission's earlier action to hire someone to run the construction phase because now it was proposed that an architect would be paid for this same thing.

Mr. Heath said that if the Commission was referring to the O'Brien-Krietzburg contract, they had been hired to assist in setting up a management system to study these complex projects and to schedule the construction with all the complex moving and construction that was involved. Mr. Heath said that the Clerk of the Works would actually be a construction inspector to perform basic inspection on the job to ensure proper quality.

Commissioner Fleishell said that he had heard that there had been great difficulty getting inspection services from the architectural firm currently employed and that he also understood that another company had been paid \$2,000,000 a year for inspection work. He asked if the staff was not getting back into the same position that it had been in before.

Mr. Heath said that this would not be the same situation. He said that this Clerk of the Works position was part of the agreement, subject to hiring and firing by the Commission, and reporting directly to the staff, and would not be an employee of the architectural firm.

Commissioner Goosby asked if this would be a counterpart of the agreement signed with Anshen and Allen, which were set up so that the architects would be able to stay on top of the job.

Mr. Heath said that all architects want to stay on top of the job because it is a matter of their reputation. He said that this was the setting up a means to resolve conflicts hopefully in the Airports' favor. He said that a similar arrangement had been made with Anshen and Allen and Gensler & Associates and was built into those contracts. He said that since this clause was not built into the SFAA contract, there had to be special arrangements made.

Mr. Heath said that a letter had been received from the Human Rights Commission approving this contract.



On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously adopted:

- (4) Supplemental Appropriation, Overtime, \$100,000.00

No. 79-0136

Resolution requesting the Mayor to recommend to the Board of Supervisors a supplemental appropriation in the total amount of \$100,000.00 to cover cost of operating and security overtime requirements.

Mr. Heath explained that this was a request for approval to ask the Board of Supervisors for a supplemental appropriation of \$100,000 to cover overtime work, particularly by the security and janitorial personnel, since it had been impossible to hire needed employees.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (5) Contract for North Terminal Automation and Temperature Control System.

No. 79-0137

This resolution will authorize a contract between the City and County of San Francisco and Honeywell Incorporated for the full service and complete maintenance of the automation and temperature control system of the North Terminal Building and Parking Garage Complex.

Mr. Heath explained that there is an automatic temperature control system as part of the energy conservation plan in the North Terminal. He said that since the system had been built by Honeywell, it was thought that there should be a contract for maintenance with that firm.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (6) Bid Call, Contract No. 1222, Alterations to Pier "C" at Cart Road Area.

No. 79-0138

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1222, Alterations to Pier "C" at Cart Road Area.



The purpose of this contract is to lower the gradient of the cart road at Pier "C" and to repave it, including the relocation of all electrical and mechanical pipes to achieve a minimum 12'6" clearance. This work is necessary to allow service trucks proper access in anticipation of the future construction of Boarding Area D.

Construction time is 30 calendar days.

This contract is part of the Airport Expansion Program.

Mr. Heath said that this contract was necessary as Pier C, formerly occupied by United, will be occupied by Delta Airlines for some period of time before it will be demolished. He said that in the meantime, some work is necessary to make it usable since the pier has sunk deeply into the ground.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

- (7) Modification and Completion of Professional Services Agreement, Edgar, Dunn & Conover, Inc.

No. 79-0139

Resolution approving work performed under Professional Services Agreement dated January 19, 1979, with Edgar, Dunn & Conover, Inc. as satisfactorily completed, extending the time to April 9, 1979, approving debit modification in amount of \$1,444.53, and approving final payment in the amount of \$1,466.36.

- (8) Completion of Maintenance Periods for Airport Contract No. 774, Landscaping Entrance Roads.

No. 79-0140

Resolution accepting the maintenance work under service order No. 70185 for Airport Contract No. 774, Landscaping Entrance Roads, as satisfactorily completed and approving final payment in the amount of \$2,263.52 in favor of the contractor, Watkin and Bortolussi, Inc., 77 Larkspur Street, San Rafael, CA 94901.

Original amount of contract	\$767,100.00
(including maintenance)	
Final amount of basic contract work	\$706,594.98
Amount of Service Order No. 70185 for maintenance periods	\$ 41,249.52
Performance time of maintenance	655 calendar days



Beginning date of maintenance periods	June 25, 1977
Final date of maintenance periods	April 20, 1979

This contract is part of the Airport Expansion Program.

) Airport Contract No. 1015, Garage: Stage V, Substitution of Subcontractor.

No. 79-0141

Resolution approving the substitution of Roland Painting Company as the painting subcontractor for the subject contract in lieu of A & B Painting Company, the original subcontractor specified in the bid proposal.

The General Contractor, Titan Pacific Construction Corporation, has agreed to the request of A & B Painting Company to be released from the painting subcontract work because a contractual agreement cannot be reached between them. This substitution of subcontractor is made at no change in cost to the City and is in accord with Section 60 of the General Provisions of the Contract specifications. Staff has ascertained the experience record and capability of Roland Painting Company to perform the required work.

Mr. Eric Craven, Commission Secretary, drew the Commission's attention to a letter that had been received from Mr. Stanley Lim of the Human Rights Commission agreeing to the substitution of contractor in Item (9).

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolutions were unanimously adopted:

) Modification No. 15 (Debit), Airport Contract No. 925, North Terminal Aprons and Reconstruction of Taxiways "S" and "SS", \$5,308.42.

No. 79-0142

Resolution approving and ratifying the action of the Director of Airports in approving Change Order Nos. 925-32, 925-33 and 925-34 in accordance with Airports Commission Resolution No. 70-0044 and requesting Controller's certification of Debit modification No. 15 in the amount of \$5,308.42. The contractor for the work is Piombo Corporation.





This modification provides for installation of a 2" rigid steel conduit to regulator TLC-7, installation of a new 10" drain pipe from an existing catch basic at the southeast corner of Plot 4 to the new catch basin on Road R-9, construction of approximately 35 linear feet of concrete curb and filling area between curbs with selected soil for landscaping at the northwest corner of Roads R-9 and R-18, and painting of approximately 186 linear feet of 12"x12" steel plate and bolts fastened to the retaining wall adjacent to the 'H' and 'I' connector.

Original amount of contract	\$8,131,587.00
Previous modifications (Debit)	207,760.82
Modification No. 15 (Debit)	5,308.42
Revised amount of contract	\$8,344,656.24

This contract is part of Federal Aviation Administration ADAP Project No. 6-06-0221-08.

Resolution Approving Agreement for Joint Use of Two Trash Compactors in the North Terminal Between United Airlines, Inc., and the City and County of San Francisco.

No. 79-0143

United Airlines, Inc., a Lessee in the North Terminal Building at San Francisco International Airport, desires to use non-exclusively the trash compactors installed by City and agrees to repair and maintain said compactors at no cost to City except reimbursement for cost of parts and materials purchased.

Resolution Approving Sublease - United Airlines, Inc., Sublessor, and Federal Express Corporation, Sublessee.

No. 79-0144

United Airlines, Inc., lessor of Plot 42 at San Francisco International Airport, desires to sublease Building 59 situated thereon, one aircraft parking position and automobile parking to Federal Express Corporation, an air freight carrier, for a term ending June 22, 1980 at a monthly rental of \$3,550.00.

Resolution Approving Sublease - United Airlines, Inc., Sublessor, and Avis Rent-A-Car Systems, Inc., Sublessee.

No. 79-0145

United Airlines, Inc., Lessor, of 129.02 acres of land at San Francisco International Airport, together with certain buildings situated thereon, desires to sublease approximately 150 sq. ft. at its Computer Operations Building for a two year term ending October 1, 1979 and year to year thereafter until terminated by either Sublessor or Sublessee at an annual rental of \$3,750.00.



- 4) Resolution Approving Sublease - Airborne Freight Corporation, Sublessor, and Air Pacific, Sublessee.

No. 79-0146                      Airborne Freight Corporation, Lessor of Plot 10A at San Francisco International Airport, desires to sublease 1,464 square feet of office space to Air Pacific, a commuter airline, for a term ending December 31, 1979 at a monthly rent of \$937.00.

- 5) Resolution Approving Extension of Term Sublease - Qantas Airways Limited, Sublessor and Delta Airlines, Inc., Sublessee.

No. 79-0147                      Qantas Airways Limited, Lessor of Plot 7S at San Francisco International Airport subleases a portion thereof to Delta Airlines, Inc. for a term of 5 years commencing August 20, 1972 plus an option for an additional 5 years, terminating on August 19, 1982. Delta now desires to exercise its option.

Mr. Heath said that Item (10) was a modification to Contract 925 and the rest were subleases between various tenants and approval was recommended.

Commissioner Goosby commented that the sublease items date way back and it appeared these items should have been taken care of a long time ago.

Mr. Heath said that the subleases were worked out cooperatively, and it was merely a matter of getting the paper work accomplished.

\* \* \*

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- 6) Resolution Approving and Supporting Representation and Participation of Chief Barker and the Bureau of Airport Police in the 1979 Conference of the California Peace Officers Association.

No. 79-0148                      Resolution approving and supporting representation and participation of Chief Barker and the Bureau of Airport Police in the 1979 conference of the California Peace Officers Association.

Mr. Heath said that he thought it important to support the new Police Chief in every way and he urged adoption of this resolution.

\* \* \*



Director's Report (Also, see after Item 7, New Business)

C. Change in Commission Rules Regarding Order of Business.

Mr. Heath said that he had had suggestions from various Commissioners on ways to change the order of business in order to expedite Commission meetings. He suggested that the rules be changed so that the first subject would be Director's Reports; followed by items suggested by any Commissioner; then items regarding important policy or operational matters; and then a Consent Calendar for routine matters that could be voted on with a single motion.

Commissioner Coblentz said that he thought this was an excellent suggestion and asked that it be formalized into a resolution to be adopted at the next meeting.

Commissioner Fleishell suggested a Trailing Calendar for unfinished items from prior meetings and then if the items didn't appear on the regular agenda the Commission could be told what progress was being made.

Commissioner Goosby said that there should be a complete listing of all items held over until formal action had been taken.

Mr. Heath said that the suggestions were excellent and he would present the item in the form of a resolution at the next meeting.

D. Problems with the Art Commission.

Mr. Heath reported that he had received a call the previous week from Mr. Martin Snipper, Director of the Art Commission, who asked that an item be on this calendar authorizing money for the art enrichment be turned over to the Art Commission. Mr. Heath said that he had told Mr. Snipper that that would be done when the necessary information was received; Mr. Snipper then sent a telegram asking for an unspecified sum of money for unspecified works of art; Mr. Heath then informed Mr. Snipper that this was not a satisfactory basis for transferring the funds. Mr. Heath said that on April 26, he received a letter from the Art Commission with insufficient information; and he had, the morning of the Commission meeting, received a telephone call from Mr. Snipper requesting \$590,000 be transferred to the Art Commission. Mr. Heath said that he told Mr. Snipper that the Airports Commission could not transfer funds without the required specific information; Mr. Snipper then told Mr. Heath that the Airports Commission had nothing to do with the selection of art; Mr. Heath said he then wrote a letter to Mr. Alfred Frankenstein, the new President of the Visual Arts Committee of the Art Commission, enclosing the previous correspondence, in an attempt to find out which works of art had been approved.

Mr. Heath said that he had noted from a letter received from Mr. Snipper that some already approved works of art had been changed, works that had been approved by the Joint Committee of the Art and Airports Commissions.

Commissioner Coblentz asked Mr. Donald Garibaldi, Airports General Counsel, if the Airport was obligated to pay the five percent administrative cost requested by the Art Commission.

Mr. Garibaldi said that he was not aware of having to pay any administrative costs.





Commissioner Coblentz said that he wanted to know what the money was spent for if the Airport was compelled to pay it. He said that it would be helpful to have slides of the art works. He said that he agreed with Mr. Heath's letter to Mr. Frankenstein and he, too, would like to know the reasons for the raises in the prices of the art. Commissioner Coblentz said that he would not be in favor of allocating any money unless the specific pieces of art were known.

Commissioner Coblentz said that there was either a slob handling the matters, or there was mis-or mal-feasance going on, and he would not stand for this sort of thing.

Mr. Heath said that when Mr. Frankenstein became head of Visual Arts, Mr. Heath had written and suggested that a joint meeting of the two Commissions be held, but it was impossible to accomplish at the time. However, Mr. Heath said that there had been such a meeting over a year ago and he thought an agreement had been reached. Mr. Heath said that in light of recent developments it was apparently necessary to have a written agreement with the Art Commission. Mr. Heath said that, if the Commissioners concurred, he would ask Mr. Frankenstein to call such a meeting between the full Art and Airport Commissions so that full agreement could be reached and both staffs could be governed by that agreement.

Commissioner Fleishell said that he agreed with the comments about the five percent commission and the increased charges. He said that the Airport was not required by the Charter or Administrative Code to pay the five percent. Commissioner Fleishell said that rumor had it that the Airport had already purchased some art work so terrible it could not be displayed and was stored in a garage. He said that there were names on the list supplied by Mr. Snipper that he was familiar with, and he wanted to be assured that someone else could not buy at prices less than the Airport would be forced to pay.

Mr. Heath said that although he was not an expert, he did go to galleries and look at prices and he did not see escalation in other places as the rate indicated by Mr. Snipper's letter.

Commissioner Coblentz asked to see a list of the galleries from whom the paintings would be purchased.

Commissioner Bernstein said that he particularly noted one item which had gone up considerably in price.

Mr. Heath said that there was one piece of art work that had been agreed on at \$75,000 but that had been increased to \$125,000. Mr. Heath said that regarding the Freda Koblick sculpture, the price increase had been explained at a joint meeting and had been approved because of the increased cost of materials.

Mr. Heath said that that was the only increase he had heard of, or had any documentation on. Mr. Heath said that it would be one thing if the Airport was not to have anything at all to say about art selection, however, he didn't see how that squared with Airport bond documents or fiscal responsibility.

Commissioner Goosby said that he could understand such a price increase if there was more time but that increase in a matter of only two years was hard to understand.\*

\*Commissioner Coblentz left the meeting at this point in the discussion; he left at 3:33 p.m.





Mr. Heath said that he did not expect any action on the part of the Commission at this time and that he would review the matter and have a specific recommendation to present at the next meeting.

Commissioner Bernstein wondered if it was necessary to have a \$125,000 piece of art at the Airport.

Mr. Heath said that piece was apparently a large sculpture which had originally been priced at \$75,000 which had increased to the larger amount. Mr. Heath said that he did not know why there had been such a large increase and had received no explanation.

\* \* \*

#### Retirement Resolution for Robert Lucey

Commission Vice President Bernstein ordered the following resolution adopted:

No. 79-0149 Retirement resolution for Robert Lucey.

\* \* \*

#### Introduction of New Business By Commissioners.

Different Person in Mayor's Office to Receive Commission Packet.

Commissioner Fleishell reported that Peter Nardoza had been assigned by Mayor Feinstein to oversee the Airports Commission. Commissioner Fleishell asked that he be placed on the mailing list for all Minutes and materials and receive a Commission packet prior to meetings.

\* \* \*

#### Picture Library

Commissioner Fleishell said that recently the Commission has had some difficulty in obtaining a photograph of the Airport. He recommended that a photographic library be established so pictures could be readily available when requests were received. Commissioner Fleishell said that he had talked to some of the airlines and photographers and reported that most companies have photographs which they would send free or for little charge; also they had volunteered to assist the staff through use of the companies' photographers and public relations departments to catalog the photos. Commissioner Fleishell also said that arrangements should be made so that the Airport owns the negatives when a photographer is hired.

\* \* \*



C. Air California Boarding Area

Commissioner Fleishell said that he had had occasion to utilize Air California and while waiting for his flight he noticed that there was not one ash tray or waste basket in the Air California area on the lower level of Pier F. He suggested asking that airline to put in ashtrays and waste baskets.

\* \* \*

D. Orange County Proceedings.

Commissioner Fleishell asked who was monitoring the legal proceedings in Orange County. He said that that action was important to SFO as Orange County was acting as a "stalking horse" for San Francisco Airport.

Mr. Garibaldi said that he had not considered the expense of sending an attorney down worthwhile, in view of the fact that we would be receiving complete reports of the proceedings.

Mr. Heath said that he would have a Director's Report on this matter for the next Commission meeting.

\* \* \*

E. Comp Time

Commissioner Fleishell asked what was happening on the question of compensatory time.

Mr. Heath replied that a letter had been received from the Mayor and her instructions had been implemented at the Airport. He said that he had handled it as an administrative matter.

\* \* \*

Director's Reports (continued)

A. Progress Report:FIRM System Implementation.

Commissioner Goosby asked about the FIRM implementation and if it was going as desired.

Mr. Heath said that the project had started later than anticipated as it took time to get the contract approved.. Mr. Heath said that as soon as that approval had been gained, the work started. He said that he was pleased with the progress and that he planned to report on progress at the first meeting of each month.



## Introduction of New Business by Commissioners (continued)

### A. Access to Records.

Mr. Dirk Neyhart asked permission to speak to the Commission. Mr. Neyhart said that he had been trying to get some information since October 1978, as a private citizen, and he had reached a standstill. Mr. Neyhart said that he wanted to obtain a list of all cab drivers and the information that cab drivers have on their ID card: name, police badge number, company name. Mr. Neyhart said that it should be available under the California Public Records Act, although the City Attorney had informed him it would not be given to him. Mr. Neyhart asked the assistance of the Commission in obtaining this information.

Commissioner Fleishell said that he was not clear what information was requested.

Mr. Garibaldi said that the Public Records Act says that any business document shall be available for public review, with the exception of information obtained as part of a licensing procedure. He said that when Mr. Neyhart's request was first received, additional information besides what Mr. Neyhart was now asking for was requested and did not have to be given out.

Commissioner Fleishell said that he was concerned that the public should have free access to information within the limits of the law. He suggested to Mr. Neyhart that he write a letter to the Commission asking for the information and he would be sent a prompt reply.

### Adjournment to Executive Session.

There being no further business before the Commission the meeting adjourned to Executive Session at 3:47 p.m.

  
Eric Craven  
Commission Secretary



SF  
A45  
# 2  
5-15-79

# SAN FRANCISCO AIRPORTS COMMISSION



JUN 26 1979

DOCUMENTS DEPT.  
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## MINUTES

Tuesday, May 15, 1979

DIANNE FEINSTEIN, MAYOR

## COMMISSIONERS

RUTH S. KADISH  
President

MORRIS BERNSTEIN  
Vice-President

WILLIAM K. COBLENTZ

DR. Z. L. GOOSBY

J. EDWARD FLEISHELL

RICHARD R. HEATH

Director of Airports

San Francisco International Airport  
San Francisco, California 94128





MINUTES  
OF THE  
AIRPORTS COMMISSION  
PUBLIC HEARING  
AND  
MEETING  
Tuesday, May 15, 1979

1. Call to Order:

The regular meeting and public hearing of the Airports Commission was called to order at 2:30 p.m., in Room 282, City Hall, San Francisco, California, with Vice President Morris Bernstein, presiding.

\* \* \*

2. Roll Call:

Present: Commissioners Ruth S. Kadish,  
Morris Bernstein, William K.  
Coblentz, Z. L. Goosby\*,  
J. Edward Fleishell.

Absent: None

\* \* \*

3. Pledge of Allegiance: Led by Commissioner Fleishell.

\* \* \*

4. Approval of Minutes:

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was adopted by order of Commission Vice President Bernstein:

No. 79-0150 Resolution adopting the Minutes of  
the Airports Commission Meeting of  
May 1, 1979

\* \* \*

Commissioner Goosby arrived at 2:33 during discussion of Calendar Item (6), number (1).



Director's Reports:

(1) Terminal Area Master Plan

Mr. Richard Heath, Director of Airports, said that there was a recommendation to be considered for a formal resolution for the June 5 meeting concerning the responsibility for the Airport Master Plan. Mr. Heath said that up until the present time, the responsibility for the Master Plan had been that of the San Francisco Airport Architects, the joint venture of Dreyfull and Blackford and John Carl Warnecke & Associates. Mr. Heath suggested that their contract be terminated when their current work assignment is finished and the responsibility be given to the Bureau of Terminal Construction with consultation by Howard Friedman. Mr. Heath said that this change would require a change in Mr. Friedman's contract. He said that if this suggestion was acceptable, he would bring a formal resolution to the next meeting.

Commissioner Coblentz said he was certainly in favor of this proposed resolution and suggested it be brought before the Commission at the next meeting.

\* \* \*

Agenda Items Initiated by Commissioners

(1) Downtown Airport Terminal

Commissioner Coblentz said that he had been invited the day before to look at the temporary downtown Airlines Terminal and to see for himself the conditions there. He said that the former terminal had been torn down and the facility was now located in a lot only furnished with benches and privies. He said that he understood that the operator of the bus license had filed with the Planning Commission for a temporary building, but that the application had been pending for several months.

Commissioner Coblentz said that he was shocked at the condition of the lot being used and was ashamed that this City, which prides itself on taking care of its visitors, would provide no amenities. The Commissioner said that this facility was important to the economy of the City. He said that the fault for the delay in improving the conditions lay with the Planning Commission, and his past experience would indicate that it probably did, the Airport should work with the Mayor to push the proposed plans through that Commission. Commissioner Coblentz said, however, that if the fault lay with the bus service, their contract should be terminated. Commissioner Coblentz requested that all resources be used to correct this deplorable situation as soon as possible and referred especially to the safety factor involved in the use of the privies.



Commissioner Kadish said that she agreed with Commissioner Coblentz' statement and that while she didn't know where the fault lay, she knew where the blame was placed: it was on the Airport because the facility is known as the airport terminal which was unfortunate since the Airport was not directly responsible.

Mr. Heath voiced his concurrence, and said that he was shocked at how the area must appear to visitors. Mr. Heath said that he would investigate the situation and have a proposed solution at the June 5 meeting.

Commissioner Coblentz asked that Mr. Heath communicate with the Commission prior to the June 5 meeting and said that if there was anything the Commissioners could do to assist, they would.

## (2) Problems with San Francisco Art Commission

Mr. Heath said that since the time that he had sent a report to the Commissioners on the problems with the Art Commission, Mr. Don Garibaldi, Airports General Counsel, had requested that the Art Commission furnish any resolutions which had not been supplied previously. Mr. Heath said that as a result of that request, certain resolutions were sent to him which had been passed by the Art Commission but which had not been in the packet originally. Mr. Heath said that he had dictated a memorandum regarding this but the general situation would not be changed. He said that the Art Commission staff seemed to feel they had the right to change resolutions at will without additional authority.

Commissioner Kadish said that she hoped that such material would come automatically from the Art Commission in the future, and not just on request.

Mr. Heath said that on request would probably be best as he had originally asked for certain resolutions which were not delivered until requested by the attorney. He said that they had been delivered about two hours before the meeting with the Mayor. He said that at the request of the Mayor, a set of procedures to be used in the future had been typed in draft form and would be submitted shortly to the Commissioners and to the City Attorney which, hopefully, would resolve part of the problem.

Commissioner Fleishell asked if the proposed plan for dealing with the Art Commission would provide some mechanism to assure that the prices to be paid were not more than fair market value.

Mr. Heath said that he was proposing that every acquisition be governed by a specific contract, to be approved by both the Art and Airports Commission before going to the Controller for final approval; the Controller would be supplied with a resolution approving the contract, which would be signed by the owner of the work of art, either the artist or the gallery. Mr. Heath said that he proposed that no work of art be accepted until the Joint Committee approved and formally accepted it. He said that in the past, there has been no rule, no determining authority for setting value. Mr. Heath said that it was important to determine that the Airport was paying a proper amount for works of art.



Commissioner Fleishell said that he had visited certain galleries where some of the artists work was known and where, in some cases, the works of art were selling for less than the Art Commission had indicated.

Mr. Heath said that one of the reasons that Henry Hopkins, Director of the San Francisco Museum of Modern Art, had been asked to sit as a member of the Joint Committee was to take advantage of his expertise in the art field. Mr. Heath said that he would ask Mr. Hopkins for his opinion of the values when he returned to the City.

Commissioner Bernstein said that in private life, any acquisition would be appraised by a recognized expert before paying amounts like \$25-\$50,000.

Mr. Heath said that he agreed and that he would obtain a list of appraisers so that a person who would be non-controversial and be generally recognized as an expert in this area could be consulted.

Commissioner Goosby asked if the Art Commission used the appraiser approach or if they had experts on their own staff. He said that he thought they would use the appraisal approach to see if the prices were accurate. Commissioner Goosby asked if the proposed procedure would delineate a way of dealing with increased costs: if the joint committee agreed about a piece of art and if some time elapsed would the cost be escalated due to the cost for a finished piece of art remain the same, regardless of the time it took to complete the transaction.

Mr. Heath said that he proposed that when the joint committee decided to buy a piece, a contract would be signed by the owner stating that he would sell for a certain price and that the offer would be good until a certain date, both Commissions would have to sign the contract and the Controller would have to get the fee to the artist by the date set. Mr. Heath said that he felt it disturbing that the cost for work not yet finished should escalate.

Commissioner Coblentz referred to the sculpture by Bruce Beasley which went from \$70,000 to \$125,000. He said that the proposed procedure appeared to be thoughtful, sufficient and non-controversial and would be acceptable to the Airports Commission and that he hoped the Art Commission would go along with it.

Mr. Heath added that in case of a large sculpture, he proposed that there be two contracts; one for the drawings; and if accepted, there should be a second contract for the finished piece of art.

Commissioner Fleishell said that while this was an art enrichment program it was meant to enrich the Airport not any particular group.

\* \* \*





### (3) Garage Contract

Mr. Heath said he was seeking Commission advice before bringing the matter of the garage contract to the Commission for formal approval. Mr. Heath said that he had had several discussions with various parking contractors and investigated the way other airports operated their facilities. He said that there were basically two methods that were used when an airport is not running the parking facility itself: a concession agreement or facility management contract. Mr. Heath said that over the past several years, the Airport has used a facility management contract and, in his judgement, it had been generally successful. He said that it had provided a degree of flexibility which was important as the garage had been an unknown quantity because of the construction.

Mr. Heath said that a poll of other airports showed that the facility management contract was about three to one the choice. He said that if the goal was to maximize revenues, a concession agreement was the way to go; in that case, a parking facility is turned over to a concessionaire who agrees to pay a percentage of the gross revenues or a minimum fixed sum whichever is larger; the operator could hold down costs and gain a certain profit; however, from the Airport standpoint, the operation must be monitored to be sure that service isn't cut to cut costs. Mr. Heath said that it would be necessary to monitor a facility management contract, also, to ensure that the manager would be performing properly.

Mr. Heath said that his decision to recommend a facility management contract was based on the report of Touche Ross which recommended such a contract because of flexibility of service; that arrangement would also make it easier to add additional service. He said that with a concession type contract, it would be necessary to get the approval of the concessionaire to change any services; and there was the additional risk that the contract would be invalidated on the basis of too many changes in the original bid conditions. Mr. Heath said that another important point was that under a concession agreement, the concessionaire would have to pay over \$100,000 annually to San Mateo County for possessory taxes, and that he doubted that a facility management contract would cost that amount.

Mr. Heath said that his recommendation would be that a facilities management contract be handled in two steps: first, there would be a qualifying procedure so that all potential bidders could submit their qualifications, bonds, etc.; then those who qualified would be permitted to bid, and the Airport would reserve the right to make a final recommendation on how the bid should be made. Mr. Heath said that he had gone over the Los Angeles International Airport contract which used a different method of bidding for a similar facility management contract, a cost per employee hour figure. Mr. Heath said that he felt there were certain advantages in the LAX method which staff was investigating and he would be prepared to offer a specific recommendation at the next Commission meeting. Mr. Heath said that he had been informed by the City Attorney that under the City Charter scoring mechanisms were not permitted but rather a specific number bid was required; however the "best judgement" factor could be used in qualifying, but after qualifying, any bidder chosen had to be the successful bidder. Mr. Heath said that he was asking for guidance from the Commission on how to draw up the resolution which he planned to bring back at the June 5 meeting.



Commissioner Fleishell said that, in connection with the qualifications, there had been a history of difficulties at the Airport in connection with the parking facility and he felt it very important to know the character of the people who would be bidding; not only the corporation, but the principals. He said that some people would bid low in order to get the opportunity to steal, and he hoped this would be kept in mind during the qualifying process.

Mr. Heath said that this exact same point was made in the Touche Ross report and staff would require the full disclosure of principals, how the organization would be structured, etc.

Commissioner Fleishell said that it was important to investigate any former litigation, criminal charges, accusations, etc.

Commissioner Goosby referred to a report dated November, 1978 which referred to the bidding process and the various factors which the City Attorney had said could be required in order for a party to be a qualified bidder. He said that there should be a prebid conference, to determine who was qualified to actually bid. Commissioner Goosby said that while there could be no subjective evaluation after the bidding, this element could enter in at the prebid conference when experience, financial stability and minority participation were considered. The Commissioner said that he hoped the Commission would agree, that mention should be made of the affirmative action requirements and a clear statement of what hiring practices would be. He said that minority community involvement should be an element in determining the qualifications of any potential bidder.

Mr. Heath said that it would be a pre-qualification requirement that an affirmative action plan approved by the Human Rights Commission be included.

Commissioner Goosby said that any bidder would have to do that, anyway. He said that when it was determined who would be qualified to bid, if an inadequate program was presented, one lacking experience, financial stability or an adequate affirmative action program, that then the firm be eliminated. He said that the Airport staff should be familiar with the final bidders and particularly what they planned to do in the area of affirmative action.

Mr. Heath said, and asked Mr. Garibaldi to correct him if wrong, that somewhere there must be a line drawn effectively: the responsible bidder either meets all the criteria or he is disqualified. He said that if all criteria are met, he would be allowed to bid; there could not be a grading factor: one either qualifies, or one doesn't. Mr. Heath said that an affirmative action plan could be required to be presented in detail with it being a document the bidder could be held to and which could be part of the performance criteria.

Commissioner Kadish said that the APCOA report stated that if an operator didn't perform, the contract could be cancelled and the airport could collect on the bond. She asked to have spelled out what protection there would be for the Airport.

Mr. Heath said that he thought a performance bond could be required in either type of contract and if the concessionaire or manager did not perform properly, a claim could be made against that bond.



Commissisner Fleishell asked how, under a performance bond, misappropriated funds could be collected, and how wrongdoing could be proven.

Mr. Heath said that the proper accounting procedures must be set up, and the Touche Ross report indicated a full-time person was needed to manage the parking contract. Mr. Heath said that it would be necessary to trust the contractor, but also ensure the contractor was performing and make very careful audits.

Commissioner Goosby asked if the bids would cover all functions: valet parking, security, custodial, maintenance, etc. He said that the report from APCOA indicated that Civil Service employees must be hired, and asked for an explanation of the necessity of hiring CS employees under a concession agreement as against a management contract.

Mr. Heath asked Mr. Peter Singer, Deputy Director for Business and Finance, to explain.

Mr. Singer responded that the present facility manager hires his own employees who are not Civil Service and that while in the APCOA material, there seemed to be a presumption that such hiring practice was necessary, the Airport experience had been otherwise.

Commissioner Goosby asked if the bid would include the personnel to handle maintenance, security, etc.

Mr. Singer replied that, at the present time, the only joint responsibility of the Airport and garage management was for ticket spitters and cash registers.

Commissioner Kadish referred to the protection element, saying that another point that had been made was that the Airport would be less able to have cash shortages reimbursed in a management contract. She asked why there was this distinction between the two types of agreements.

Mr. Heath said that the specific provision for provision of money from a performance bond was in the LAX agreement and examination of most concession agreements would also show it. Mr. Heath said that as far as he could see, there was nothing to prevent the same provision from being included in a facility management contract.

Commissioner Kadish said that she appreciated that one of the things that could not be included, along with the other controls and procedures in concession agreements, was the psychological factor which provided incentive. She said that she would like to see as many of these items as possible included in a management contract.

Mr. Heath said that one of the factors in the LAX agreement was a new bid item of cost per employee hour; it was specified in the contract what the employee hours would be, but Airport management reserved the right to change that; if the contractor provided the desired performance and service with a smaller number of employees, money was saved. Mr. Heath said that LAX reported that their current contract was the result of competitive bidding and had proved very successful. General Manager Clif Moore had said that it was the best garage contract LAX had ever had and they had even more problems than SFO, because they had more garages.

Commissioner Kadish said that things may change as a result of the gas shortage.





Mr. Heath asked for comments from the audience.

Mr. Michael Griffen, representing APCOA, spoke at some length on garage operations, saying his company had its primary business for over 30 years at airports under both concession and management types of arrangements. Mr. Griffen said that many good-sized airports had gone to concessions. Mr. Griffen suggested that the Commission take a closer look at the concession type agreement which brought into play entrepreneurship while bringing in revenues and controlling expenses. Mr. Griffen said that the SFO operation would collect \$10 million, if the concessionaire were doing his job, and he should have great incentive to manage his operation properly. Mr. Griffen listed the airports which have management contracts, saying that in many cases they had decided on that method due to problems such as SFO had: construction, etc.

Mr. Griffen suggested that the Airport take a fresh look at the concession type of agreement, now that the garage construction is completed and it would be possible to set a manning schedule such as LAX did. He said that the facility would be fixed, and the management schedule could be set and control maintained by setting the man hours, and reimbursing the operator on a cost-plus basis; if manning requirements proved to be in excess of the original amount, the operator could be compensated at 120 percent of the actual cost; the percentage should be set and the minimum guarantee bid for each year of the contract because with five one-year agreements at the end of each year the operator could be terminated. The agreement would be, in effect, a one-year contract each year for five years. He said that full-time, on-site personnel (manager, assistant and staff) should be required; also that the operator have no other facility or responsibility other than managing the parking facility. Also, Mr. Griffen said, consideration should be given to an equipment requirement, especially for cash controls.

Mr. Griffen said that there was not the same incentive, the same risk-taking, in a management contract and, as a result, not as much was accomplished as in a concession type agreement. He said that staff would be involved as much in managing labor and revenues in either type of agreement, but he emphasized that a better job could be done by a parking operator who could effectively manage revenues.

Commissioner Coblenz asked what type of agreement Chicago and New York had.

Mr. Griffen said that New York was the same as LAX, and Chicago just converted and is managing the concession themselves.

Commissioner Coblenz asked how long these contracts were.

Mr. Griffen said that Chicago operated it themselves, and New York was for three years with options and LAX had one year with two one-year options.

Commissioner Coblenz asked Mr. Griffen about his thoughts about the concession having to pay possessory taxes.





Mr. Griffen said that the cash flow could be reversed so the money is put into the Airport account every day and the costs paid out of that. He said that the concessionaire would be retained to perform the services, so there would be no possessory taxes.

Commissioner Coblentz said that the amount of revenue might be greater with a concession contract, but there would be greater control under the management type. He said that when the Airport had a concession agreement, there had been serious problems so the Commission had wanted to change to a management contract and he said that he was not certain that the specifications could be so tightly drawn that the problems could be avoided.

Mr. Griffen said that with the pre-qualifying for performance and other requirements, many problems could be avoided.

Commissioner Kadish said that she had noticed that in several instances, Detroit for example, there had been a switch from concession to management contracts, so apparently other airports had experienced similar problems in the past.

Mr. Griffen said that the switching happened primarily due to construction, but SFO was at the end of the tunnel and again suggested another look at the concession type agreement.

Mr. Stephan Leonoudakis, current operator of the management contract at SFO, spoke at length regarding the differences in the contracts. Mr. Leonoudakis said that every one would like to bid on a concession agreement but that the Commission had the best of all worlds in a facilities management contract. He said that every eight hours, the money was deposited to the Airport account which provided an opportunity to immediately see any fluctuations, so that staff could move in immediately. Mr. Leonoudakis said that while revenues would be \$10 million annually, the management operator's fee would be only \$50,000. Mr. Leonoudakis said that the Airport should have the use of the revenues every eight hours and still get the proper percentage; that saving the possessory interest was important; and having tight control over the budget was important. He said that with the management type contract, it would be possible to "crank up or down" the level of service, depending on the demand, which was important in view of the fuel crisis.

Mr. Leonoudakis said that he was familiar with the LAX contract, which was good for that airport but bad for the current operator who is losing money, but is, fortunately for him, big enough to absorb the loss. Mr. Leonoudakis said that a bad contract puts an operator into a position where there are too many problems.

Mr. Leonoudakis said that he was sure that the Commission wanted a fair arrangement, and suggested letting the qualified operators bid on a very small percentage of the gross as the fee, which would provide an immediate cash flow. He said that his office received many calls regarding the SFO contract which was looked upon as a model and as being fair to the operator and yet providing great control. Mr. Leonoudakis said that the study made by Burke and Associates on his operation was favorable and he took pride in the results of his operation. Mr. Leonoudakis said that his company had a letter of credit which stated that on notice to his bank, \$200,000 would be turned over to the Airport.



Mr. Heath said that he thought, basically, a concession agreement and a management contract could be pushed so close that there would be little difference. He said that the basic difference is that when in a construction phase, or any unusual circumstances, the facility management contract provides greater flexibility. He said that in the case of a concession agreement, the Airport would be pretty well precluded from lowering rates in the garage unless the concessionaire agrees. Mr. Heath said that if too many assumptions were changed, the profit to the operator would be changed, which could invalidate the bid. Mr. Heath said that he had some recommendations from Dr. Faustman, the traffic consultant, which indicated that the operation could be experimental for several years in order to determine the right mix, how to use the garage most effectively; to set policy goals, service to passengers and utilization of the garage in such a way as to increase usage of other forms of transportation. Mr. Heath said that he did not believe the staff was in a position to say how the whole parking operation would be run for the next five years as there may be significant changes. He said that based on that, he would recommend that a facility management contract be adopted, as with as many protections as possible included. Mr. Heath said that he did not want to dispute Mr. Griffen's statements regarding incentives and free enterprise mechanisms and that a concession agreement could lead to a more tightly run organization with a higher profit. Mr. Heath said that the Commission might want to consider using a facility management contract for three or four years and then, if a stable situation, switching to a concession agreement.

Commissioner Goosby asked if it would be possible to write in flexibility.

Mr. Heath said that he would agree that a concession agreement is the best way to introduce incentive and make increased efficiency important. Mr. Heath said that there could be legal problems. Mr. Heath said that the question was not open and shut with either type of agreement. Mr. Heath said again that his recommendation was that the advantages of the facility management contract outweighs the advantages of the concession agreement at this point in time.

Commissioner Coblentz said that the Airport is criticized, and justifiably so, for a number of things, and there was a strong obligation to attempt to improve the quality of service. Commissioner Coblentz said that if it was necessary to have flexibility, it seems that this would not be possible with a concession agreement as the concessionaire had an incentive to increase profits by reducing costs, which could affect the level of service. He said that if it was necessary to change the level of service to have flexibility and to have a fair contract to all parties, it seemed to point to a management contract, and he would approve that type.

Commissioner Goosby agreed that it was desirable to increase the service to the public and obtaining the proper number of person-hours was important to ensure that service and it seemed to him that the management type was the best. He said that it was important to have control in order to provide good service to the public. He asked Mr. Garibaldi if there was any question about the employees not being Civil Service; if it was just custom or was there any legal basis to claim employees had to be Civil Service.



Mr. Garibaldi said that there was a procedure which would allow exemption of employees from Civil Service, and that procedure would be followed if the decision was to have a management contract. He said that as far as he knew there was no requirement that the employees be Civil Service.

Commissioner Fleishell said that the Airport had hired a consultant to give the staff ideas, and he thought those ideas should be followed.

Mr. Griffen spoke again, saying that it was an oversight on his part to mention the Civil Service question and he wished he had not done so. He suggested that the staff again look at the LAX contract which had some good possibilities. He suggested that San Francisco structure its bid around three points: (1) the LAX philosophy; (2) include a management fee; and (3) a minimum guarantee.

\* \* \*

#### Agenda Items Initiated by Commissioners (continued).

##### (2) Airport Energy Conservation

Commissioner Fleishell said that the previous Friday at 3:30 a.m., the head of the Hyatt Hotels Security had driven by the North Terminal and noticed that the terminal was lighted and escalators and moving walks were running; and that the front doors were open and noone was in the building. Commissioner Fleishell asked why, in view of energy and monetary problems, this was happening in the North Terminal and also on the Pan Am Pier. Commissioner Fleishell said that he had investigated the question and he had been told the new escalator was being tested.

Mr. Heath said that he could not explain the full lighting and he would take action to see it didn't happen again. He said that Frank Murdock, Station Manager for United Airlines, had asked the staff to run the escalators and walk full time for thirty days for a full test. Mr. Heath said that while this was not a full test, several bugs had been disclosed and corrected which might preclude future breakdowns.

Commissioner Fleishell said that if there was going to be a million dollars worth of art, the doors should not be wide open and hoped that security problems would be considered. Mr. Heath said that it was a problem.

Commissioner Kadish said that she had noticed similar situations in the past with regard to the International Rotunda where there is often a gap in flight times yet the escalators are running and the lights on, etc. She said that with energy and finances a problem, it was incumbent upon Operations to see there was no unnecessary use of electricity.





Mr. Heath said that it was partly an Airport and partly an airlines problem, but that a Joint Committee, with Frank Murdock as Chairman, had been established with the Operations staff and the Airlines working together and this problem would be given to that Committee for solution.

\* \* \*

### (3) Amending Taxicab Rules

Commissioner Fleishell asked about the revision of the taxi regulations, which had been in the works since October, and said that the San Francisco Police Department was amending their rules and asked why no one from the Airport was monitoring their procedures.

Mr. Garibaldi said that he was in contact with the Airport Police and had given them a draft of proposed revisions. He said that he understood that the Police were in contact with the SFPD, but had not gotten any feedback.

Commissioner Fleishell said that he had met with the Deputy Chief and the Sergeant from the SFPD Permit Bureau who had told him there had been no contact from the Airport. Commissioner Fleishell said that this was a case of two organizations, each amending their rules, and they should be working in unison. He said that for example, the Airport had a problem with double charging by the taxicabs, yet the SFPD rules did not prohibit that practice.

Mr. Heath said that he would ask Chief Barker to assign a liaison person to the SFPD.

\* \* \*

### (4) Cooperation Between San Francisco and Oakland Airport

Commissioner Fleishell said he had received a copy of the correspondence with the Sierra Academy of Aeronautics and said that he wanted to send a copy to Oakland, to show that cooperation transcends different levels.

\* \* \*

### (5) Photographic Library

Commissioner Fleishell said that he wished the Public Relations office would make arrangements whereby the Airport would obtain free photos from airlines for a photo library. Commissioner Fleishell asked what steps had been taken to formalize a photo library.

Mr. Louis Turpen, Deputy Director for Operations and Maintenance, said that arrangements had not yet been made for the photo library.

Mr. Heath said that this item should be added to the Trailing Calendar.





(6) Statue of Mayor Moscone

Commissioner Fleishell said that there was a group of people who planned to raise a dollar a person to pay for a bust of the late Mayor Moscone for the Rotunda in City Hall and suggested, since the Airport would be spending over a million dollars for art, that the Commission consider sponsoring the effort to raise the necessary money. He said the Airport should buy one thing which made sense.

Commissioner Coblentz said that he would agree except that the Airport was precluded from spending the art money unless the art object was located in the Airport. He said that he would leave any decision up to the attorney.

Mr. Heath said that he thought it would be very good to jointly sponsor such a program and he would work on it.

Commissioner Fleishell said that he thought this would be one item all could agree on.

\* \* \*

7. Agenda Items Involving Airport Policies on Major Operational Decisions.

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was unanimously approved:

- (1) Change in Commission Rules of Order, Rule 16, Order of Business

No. 79-0151                      Change in Commission Rules of Order,  
Rule 16, Order of Business.

Mr. Heath said that this new procedure was actually being used already at the meeting in progress.

\* \* \*

(2) Landing Fees

Mr. Heath said that this item was not presented for action, but to allow any member of the public, including the airlines, to make comment.

Mrs. Anita Maraviglia, resident of Hillsborough and representing the Airport Impact Reduction Force, spoke at some length on the desirability of noise pricing. A copy of Mrs. Maraviglia's remarks in their entirety are on file with the Commission Secretary.

Commissioner Goosby asked Mrs. Maraviglia if she were familiar with the Commission's policy on new aircraft.

She replied that that policy pertained only to new airlines coming in and she was directing her comments to existing airlines.

Commissioner Goosby said that by 1981, all aircraft would meet the noise standards.



Mr. Heath said that this was the problem that Mrs. Maraviglia was addressing and explained that the current compliance date might be slipped back because bills now pending in Congress could change those dates. Mr. Heath said that it could happen that pressure for noise reduction by the Federal government could be less in the future than it is now and if airports didn't take additional action, noise impact could be even greater than what is currently being predicted.

Commissioner Kadish said that, based on the policy that the Commission had previously adopted, it was incumbent on the Commission to continue to be in the forefront of setting noise reduction policies.

Mrs. Maraviglia said that the Commission's new carrier policy had given the Airport leverage to see that noise reduction goals were met.

Commissioner Goosby asked if there would be legal problems.

Mr. Heath said that he had discussed the whole question with both the General Counsels from the FAA and the CAB the previous Friday afternoon. Mr. Heath said that a new approach was talked about but the General Counsels would have to discuss the matter with their Washington offices before any public announcement could be made.

Commissioner Kadish said that it might be that these agencies would have to respond to the Airport, instead of the Commission being responsive to them. She said that if there was no national direction, perhaps the San Francisco Airport could help mold a national direction.

Mr. Heath said that based on the Friday discussion, he thought the passage of the new carrier policy had provided the Airport with substantial leverage. He said that in spite of the legality being questioned, there was still some leverage provided.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Kadish, the following resolution was unanimously approved:

(3) Schedule of Aircraft Requiring Customs Clearance

No. 79-0152	Resolution for the establishment of hourly capacity criteria for international arriving flights. Request to eliminate or minimize passenger holding delays awaiting Customs clearance due to multiple flight arrivals.
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Mr. Heath said that this item had been requested at the last meeting. He said that it would allow staff to intervene and participate in meetings aimed at rescheduling international flights in order to avoid the bunching up which is now occurring.

Mr. Jan Blais, representing the Airlines Policy Committee, said that he had examined the resolution and could not see where the airline group would have a serious objection. He said, though, that he had only been able to communicate with the international carriers about the matter. Mr. Blais said that it appeared basically to call for the participation of the Airport Director in these meetings.



Mr. Heath said that this would be difficult, as it ran squarely into the Airlines' prerogative for scheduling of flights.

Commissioner Kadish said that it was her understanding that the international carriers meet in November to determine the time slots.

Mr. Don McMorran, of Pan Am, said that the meetings would be held in cities where there are flights assigned, such as London.

Commissioner Kadish asked if that would be true of San Francisco and said it seemed logical that the airport which has to deal with the problems should have representation at the meetings.

Mr. McMorran said that the meetings essentially concern flights relating to airport slots. He said that the Pan Am representative who sits in on the meetings would be in San Francisco on Wednesday and, while on a tight schedule, it might be appropriate for him to spend some time with the Director or his representative.

Commissioner Kadish said that the Commission was very concerned with the international arrival area and now being faced with the summer schedule, she felt that there should be some kind of negotiations which would allow for adequate service to be provided to passengers.

Commissioner Coblentz said that he would hope that when the representative of Pan Am was here he would have the opportunity to talk with Commissioner Kadish. Commissioner Coblentz said that the international terminal was a disgrace and unless the conditions can be alleviated prior to the new building being available, the Airport will besmirch its reputation as "the City that knows how". He also said that efforts to work with Customs had been unproductive.

\* \* \*

On motion of Commissioner Kadish, seconded by Commissioner Fleishell, the following resolution was placed before the Commission; subsequently, further consideration was postponed to a future meeting:

(4) Resolution Approving Professional Services Agreement with San Francisco International Airport Medical Clinic.

This agreement will provide availability of medical services at the Airport 24 hours per day, for the period beginning July 1, 1979 to June 30, 1980, inclusive, at a cost not to exceed \$85,000.00. This agreement supersedes the previous agreement Resolution 78-0225 dated August 15, 1978.

Mr. Heath said that he recommended passage of this contract, which had been in effect since 1971: the cost would be basically the same as this year, \$80,000 this year, \$85,000 next year and if one kept in mind the inflation factor, it actually means fewer dollars.





Commissioner Fleishell said that the Airport was providing an almost captive audience for the Medical Clinic. He questioned whether \$80,000 should be given to anyone for the privilege of making money.

Mr. Heath said that an analysis of the Clinic had been done last year but it could be done again at the present time.

Commissioner Kadish said that the contract should be continued on a month-to-month basis until the analysis could be completed.

Commissioner Fleishell said that he hoped that money could be made for the Airport. He said that no one should be subsidized and a private practice was being provided.

Commissioner Goosby said that he had previously asked what the intention of the clinic was and former Commissioner William McDonnell said that the clinic was operated for the purpose of providing emergency services and clinic services to the airlines. Commissioner Goosby said that he had questioned the clinic being operated without a bid and wondered what other physicians in San Francisco and San Mateo County thought of the City providing a clinic which was in competition with them. Commissioner Goosby said that if the other Commissioner wanted to do it, he would approve also.

Commissioner Kadish said that she had requested additional information last year but since that time there have been two new Commissioners who did not have the information. She said that it seemed appropriate that up-to-date data should be provided at this time, and suggested that the item be put on the Trailing Calendar.

Mr. Singer said that since the information would not be available by the next meeting, he suggested the Medical Clinic contract be temporarily on a month-to-month basis.

Mr. Heath said that when the analysis was made last year, it was clear that if the Clinic was not subsidized, it could not provide total coverage. He said that the private practice was such that the Clinic couldn't afford the 24-hour coverage. Mr. Heath said that he didn't think there was any question of ceasing operation, it was a question of whether they could provide the total coverage without subsidy. He said that possibly the answer would be to assist the Clinic in getting additional business so the subsidy wouldn't be required.

\* \* \*

On motion of Commissioner Coblenz, seconded by Commissioner Kadish, the following resolution was unanimously adopted:

- (5) Professional Services Agreement, Dieter C. Rapp, Interior Planting Consultant.





Resolution approving a professional service agreement with Dieter C. Rapp, Interior Planting Consultant, for the interior landscaping of the South and Central Terminals.

The agreement provides for 150 plant units and 8 trees to be selectively placed in the South and Central Terminals in locations jointly arrived at by Airport Consultant and Architect. The units will be maintained and replaced as needed for a rental/maintenance monthly fee by \$5,925.00.

The agreement is for a term of 1 year at an estimated cost of \$71,100.00.

Mr. Heath said that this was a recommendation for approval of a professional services agreement for interior landscaping with Dieter Rapp. He said that the necessary funds had been approved by a supplemental appropriation and various landscape people had been asked to make a presentation of a plan to put plants in the Central and South Terminals. He said that a requirement was that the plan be flexible enough to allow for the construction program.

Commissioner Goosby said that \$6,000 a month seemed like a lot of money for the service. He asked if it was being paid initially to get plants, or were they to be rented.

Commissioner Kadish said that the plants would be provided and replacements made when necessary.

Commissioner Goosby asked if the proposals had been for interior landscape design, if the agreement was for 100 plants, and if the agreement had been bid.

Mr. Heath said that it was not bid, but based on a service agreement; the plants are rented and the firm will provide new plants, maintenance, etc.

Commissioner Goosby asked how did staff know there was not another company that would do the same thing for less money.

Mr. Heath said that there had been advertisements for proposals.

Commissioner Kadish said that she had been present at the presentations and had been very much impressed with another interior design but it had been double the cost of the proposal made by Mr. Rapp.

Commissioner Goosby said that an award of a contract had been rejected by the Commission some time ago because no background information had been provided, and he noted there was no such material with this resolution. He said that there should be consistency in these matters and the question should be raised as to the qualifications of Mr. Rapp.

Commissioner Kadish said that the background material should have been included.



Mr. Singer explained the background of Mr. Rapp, saying that he operated the "Gazebo" on Van Ness Avenue, was a recognized interior gardening expert, was on television, conducted classes and had written a book on the subject. Mr. Singer said that there were very few professionals in this business and that Mr. Rapp and Mrs. Middleton were the only ones who had replied to the invitation to make a presentation.

Commissioner Goosby said that he was raising the point that no one had come forward to give the background of the firm that had been questioned before and if there had to be background information for one operation, it should be required of everybody.

Commissioner Fleishell asked if it was the staff's feeling that \$6,000 a month should be spent to rent plants.

Mr. Heath said that it was his recommendation for the South and Central Terminals. He said that the plants which were a part of the construction program had made the North Terminal a more human facility, and the Airlines wanted things done to make the older terminals more agreeable to the public passing through.

Commissioner Fleishell said that he had no quarrel with installing plants when the remodeling was completed, but he did question it during construction.

Commissioner Kadish said that that was the same question she had asked Mr. Rapp and had been assured that the plants would be placed where the passengers would see them and yet would not interfere with the various building phases.

Kadish said that it was most important that the Airport be one unit. She said that if this resolution were not passed, there would be one new terminal which would have all the amenities and two older terminals which would be looked upon as second and third class facilities. She said that it was important to do everything possible to upgrade the older facilities and provide all possible amenities. Commissioner Kadish said that it had been her observation that when a particular site looks good, people treat it well; if it looks second rate, they mistreat it. She said that if the Airport wanted to develop a feeling on the part of the public to keep the Airport in the best possible condition, it was necessary to contribute to the beauty of the Airport.

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On motion of Commissioner Coblentz, seconded by Commissioner Kadish, the following resolution was unanimously adopted:

- (6) Resolution Approving a Retail Credit as Reimbursement to American Airlines in an Amount not to Exceed \$500,000.

No. 79-0154

The Airport's Modernization and Replacement Phase required the construction of Boarding Area D at Airport expense. After plans had been approved, American Airlines (the proposed tenant) requested additional area be developed for its space needs. American will deposit \$500,000 with the Airport for the additional space and will be reimbursed by rental credit over a two year period. The \$500,000 is a "not to exceed" figure estimated by San Francisco Airport Architects and approved by the Bureau of Terminal Construction.

Mr. Heath said that this agreement would allow the installation of concession space in the Y at Pier D, which would generate more money for the Airport.

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#### 8. Consent Calendar of Routine Administrative Matters

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following items on the Consent Calendar were unanimously approved:

- (1) Resolution Approving Change of Award - Shoeshine Lease, South Terminal Building.

No. 79-0155

National Shine Stands, awarded the above lease by Commission Resolution No. 79-0109, has advised through its attorney, that, due to a mistake in the amount bid, it will not execute the lease. The resolution rescinds the award made by Resolution No. 79-0109, retains as liquidated damages the proceeds of the \$1,000.00 check provided by National with its bid, rescinds the prior rejection of Mearon Harper's bid on the above lease and awards said lease to Mearon Harper as the next highest responsible and qualified bidder to an annual consideration of \$3,600.



- (2) Completion of Airport Contract No. 1190, Miscellaneous Coverings, North Terminal 'H' & 'I' and Connector, \$10,683.

No. 79-0156

Resolution accepting the work under Airport Contract No. 1190, Miscellaneous Covering, North Terminal and approving final payment in the amount of \$10,683 in favor of the contractor, Thomas Swan Sign Company, Inc., 1117 Howard Street, San Francisco, CA 94103.

Original amount of contract	\$10,683
Final amount of contract	\$10,683
Performance time of contract	60 cal. days
Effective date of contract	Feb. 26, 1979
Original completion date	Apr. 26, 1979
Actual completion date	Apr. 26, 1979

This contract is part of the Airport Expansion Program.

- (3) Modification No. 52 (Debit), Airport Contract No. 1000, Garage: Stage IV - Superstructure Addition, \$19,067.00.

No. 79-0157

Resolution approving and requesting the Controller's certification of Debit Modification No. 52 to Airport Contract No. 1000, in the total debit amount of \$19,067.00.

The contractor for this project is Robert E. McKee, Inc.

This modification relocates the ten inch water main and two settlement pits, located on each side of Radial Tunnel A, from underneath Tunnel settlement slabs in lower loop roadway to landscaped area adjacent to perimeter of the garage.

Original amount of contract	\$50,414,395.
Previous modifications	2,165,284.
Revised amount of contract to date	\$52,579,670.
Modification No. 52 (Debit)	19,067.
Revised amount of contract	\$52,598,746.

This contract is part of the Airport Expansion Program.





- (4) Ratifying Action of the Director of Airports on Change Orders Modification No. 53 (Debit), Airport Contract 1000, Garage: Stage IV - Superstructure Addition.

No. 79-0158

Resolution approving and ratifying action of the Director of Airports in approving Change Orders 119, 121, and 124 thru 129, and requesting the Controller's certification of Modification No. 53 to Airport Contract No. 1000, in the total amount of \$24,569.00.

The contractor for this work is Robert E. McKee, Inc.

The work consists of providing temporary cable and splices to bypass Loadcenters TR and TS, to enable power to be delivered to the North Terminal Complex on schedule; installs sensor walls for future temperature and chilled water piping in the Central Plant; installs temporary portable eye/face wash unit in Switchgear Battery Room 116 in Segment 2; fabricates and installs a drip gutter under the expansion joint between North Terminal and Radial Tunnel F; adds signals and re-locates gate housings at guard stations R-16 and R-18; deactivates existing garage sewage ejector No. 3; installs control air tubing to operate refrigeration machines in Central Plant; and re-locates 2" nitrogen expansion tank pipe in Central Plant.

Original amount of contract	\$50,414,395
Previous modifications (Debit)	2,184,351
Revised amount of contract	
to date	\$52,598,746

Modification No. 53, consisting of the following

Change Orders:

119,	\$10,087.00 (Debit)	
121,	785.00 (Debit)	
124,	694.00 (Debit)	
125,	557.00 (Debit)	
126,	1,692.00 (Debit)	
127,	4,763.00 (Debit)	
128,	5,116.00 (Debit)	
129,	875.00 (Debit)	24,569
Revised amount of contract		\$52,623,315

This contract is part of the Airport Expansion Program.



- (5) Modification No. 54 (Debit), Airport Contract No. 1000,  
Garage: Stage IV - Superstructure Addition, \$37,023.00.

No. 79-0159

Resolution approving and requesting the Controller's certification of Debit Modification No. 54 to Airport Contract No. 1000, in the total debit amount of \$37,023.00.

The contractor for this project is Robert E. McKee, Inc.

The work consists of relocating and revising the Fire Department valves and cabinets in pedestrian cores A, C, E, F and G.

Original amount of contract	\$50,414,395
Previous modifications	2,208.920
Revised amount of contract	
to date	\$52,623,315
Modification No. 54 (Debit)	37,023
Revised amount of contract	\$52,660,338

This contract is part of the Airport Expansion Program.

- (6) Resolution Approving Sublease - United Air Lines, Inc., Sublessor, and Lufthansa German Airlines, Sublessee.

No. 79-0160

United Air Lines, Inc., lessee of Plot 6 at San Francisco International Airport, desires to sublease 700 square feet of office space to Lufthansa German Airlines, whose business is passenger transport, for a term ending December 31, 1982 at a monthly rate of \$350.00.

\* \* \*

#### 9. Items Removed from Consent Calendar

No items were removed from the Consent Calendar for individual consideration.

\* \* \*

#### 10. Communications

No communications were included for Commission perusal.

\* \* \*



## 11. Trailing Calendar of Old Business

### (1) Taxicabs and Courtesy Vehicles

Mr. Heath said that he hoped to have the taxicab and courtesy bus regulations before the Commission at the June 5 meeting, and they would be coordinated with the San Francisco Police Department.

\* \* \*

### (2) Proceedings in Orange County

Mr. Heath said that he had sent a memo previously to the Commission regarding Orange County. He said that he felt there would be a lawsuit, not initiated by the FAA, but by either an incumbent or nonincumbent airline.

\* \* \*

## 6. Agenda Items Initiated by Commissioners (continued)

### (7) General Aviation Landing Fees and Garage Contract

Commissioner Goosby asked about the general aviation landing fees and the garage and garage specifications questions.

Mr. Heath said that these items should go on the Trailing Calendar for future meetings.

\* \* \*

### (8) Air California - Gate 44

Commissioner Fleishell asked what had happened on the Air California problem as a result of his remarks at the last meeting.

Mr. Turpen said that he had assigned that problem to the Bureau of Terminal Management for solution. Mr. Turpen said that he expected some trash receptacles and ash trays would be installed in the area very soon, and he planned to inspect the area again the next day.

Mr. Heath said that this was another item for the Trailing Calendar.

\* \* \*

## 12. Adjournment

There being no further business before the Commission, the meeting was adjourned at 4:18 p.m.

  
Eric Craven  
Commission Secretary



# SAN FRANCISCO AIRPORTS COMMISSION



## MINUTES

Tuesday, June 5, 1979

JUN 17 1979

DOCUMENTS  
F. F. F. F. F.

DIANNE FEINSTEIN, MAYOR

## COMMISSIONERS

RUTH S. KADISH  
President

MORRIS BERNSTEIN  
Vice-President

WILLIAM K. COBLENTZ

DR. Z. L. GOOSBY

J. EDWARD FLEISHELL

RICHARD R. HEATH

Director of Airports

San Francisco International Airport

San Francisco, California 94128





MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING  
Tuesday, June 5, 1979

Call to Order:

The regular meeting of the Airports Commission was called to order at 2:31 p.m., in Room 282, City Hall, San Francisco, California, with Vice President Morris Bernstein presiding.

\* \* \*

Roll Call:

Present: Commissioners Morris Bernstein,  
William K. Coblentz\*, Z.L. Goosby,  
J. Edward Fleishell.

Absent: Commissioner Ruth S. Kadish.

\* \* \*

Pledge of Allegiance: Led by Commissioner Coblentz.

\* \* \*

Approval of Minutes:

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolution was adopted by order of Commission Vice President Bernstein.

No. 79-0161 Resolution adopting the Minutes  
of the Airports Commission meet-  
ing of May 15, 1979.

\* \* \*

Director's Reports:

(1) Negotiations with the FAA and CAB.

Mr. Richard Heath, Director of Airports, reported on the negotiations with the FAA and the CAB regarding the recently approved Interim Policy for New Carriers. Mr. Heath stated that he was pleased with the state of the negotiations and that, while there were many details to work out, the general direction was positive and helpful.



Mr. Heath said that basically there had been discussion about a revision in the Policy and about the use of a FAA computerized model which would show the rank of all aircraft engine combinations, on a noise-producing basis under standard conditions, from noisy aircraft down to quieter aircraft. Mr. Heath said that they hoped to develop an exclusionary policy which would apply to all airlines which would enable Airport management to say that during certain hours noisy aircraft could not operate and that they must keep within the CNEL requirements. He said that it was planned that the revised policy could be again revised at any time, depending on the necessity of the CNEL requirements. Mr. Heath said that it would also be necessary to provide a variance procedure to follow in case an airline would be discriminatorily hurt by the policy. He said that as an example, such as provisions might be used to give an airline time to make revisions in its fleet or schedule. Mr. Heath said that both the FAA and CAB have promised to be more responsible in the development of noise policies, to make their resources available, and to cooperate with policies developed by the Land Use Study. Mr. Heath said that the General Counsels of both the FAA and the CAB had made commitments to meet with the Integrated Group on July 18th at the Airport.

Commissioner Goosby said that this compromise was apparently what was needed to alter the policy and make it apply to all users of the Airport.

Mr. Heath agreed that the present policy was clearly discriminatory in that it imposed conditions on new airlines that did not apply to existing airlines.

Commissioner Goosby said that the Commission should also be attempting to address the number of planes landing at the Airport within a certain period of time which results in congestion in the terminals and on the access roads. He asked if that problem would also be addressed as it reflected the concern of the local residents. He asked if there were any restriction on the airlines scheduling of flights and if the FAA had any authority over the right to enter San Francisco.

Mr. Heath said that the FAA had no authority over schedules except that when, in FAA's opinion, an airport becomes saturated. He said that at that point, "slot" times are developed and airlines are assigned certain times they must use in order to distribute the available capacity of an airport to carriers on a nondiscriminatory basis.

Commissioner Goosby asked how far away from the saturation point was the Airport from the FAA viewpoint.

Mr. Heath told him that there were 350,000 operations last year, and the FAA estimate of capacity was 425,000 operations, given weather and runway conditions, all of which the FAA takes into consideration. He said that this means that 75,000 more operations annually could be added before the saturation point.

Commissioner Goosby asked if the people on the Joint Land Use Committee have been kept abreast of these conditions. He also said that while the revisions to the Interim Policy would address certain problems, such as constitutionality, it would not address the problem of bunching of flights.



Mr. Heath agreed that it would not address all problems, but would deal with certain things, such as reducing noise at night by having stiffer fees or other restrictions for night hour operations. Mr. Heath said that he thought that the most important thing was that the revised Policy would allow the Airport to maintain its present status of being in compliance with the state noise law without a variance through the end of the Land Use Study. Also, Mr. Heath said that depending on the recommendations which develop through the Land Use Study, the policy might be adopted on a long-term basis.

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On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was adopted, 3 ayes (Bernstein, Coblentz, Fleishell), 1 nay (Goosby):

(2) Airporter and Air Terminal Facilities

No. 79-0162

Resolution expressing support of the Airporter's plans for Air Terminal facilities at the corner of Ellis and Taylor Streets and urging appropriate and expeditious action by the City Planning Commission in the approval of said facilities.

Mr. Heath said that he had asked Airporter management to make a presentation of their plans for the development of a new downtown Airporter Terminal and introduced Mr. Stephan Leonoudakis.

Mr. Leonoudakis said that his company had contacted the William E. Cullen Architectural Firm, with whom his son, Mr. Timothy Leonoudakis, was working. Mr. Leonoudakis said that every effort possible was being made to provide a new terminal. He said that it would cost about \$120,000 for a temporary terminal with canvas coverings and he considered that a waste of money since for a few hundred thousand more, it would be possible to provide a permanent facility. Mr. Leonoudakis said that the planned facility would be clean, simple and functional and yet provide all possible amenities for passengers: public telephones, lockers, baggage service, restrooms, flower stand, information booth, etc. Mr. Leonoudakis said that his company had been meeting with the Terminal's neighbors in the Tenderloin to plan the landscaping because the facility will be next door to a senior citizen's park. He said that coordinating the efforts would help make the Terminal a worthwhile contribution to the neighborhood. He said that the planned site is located in the major hotel district, readily accessible by public transportation, and within walking distance of 12,000 hotel rooms. He said that easy in and out access is planned. Mr. Leonoudakis said that it was planned to move 1,200 people in and the same number out of the terminal every hour. He said that buses will leave at five minute intervals during peak periods to make the 22 minute trip to the Airport. He said that there will be a total of 32 buses in the fleet.



He said that administrative, dispatcher, driver and baggage handler facilities will be provided and an extra cashier will be added for both inbound and outbound traffic during busy periods. He said that all passengers will onload at the Airport without charge as all payments will be made at the terminal itself. Mr. Leonoudakis said that he had met that morning with the North of Market Coalition to discuss the landscaping and the buffer for pollution problems. Mr. Leonoudakis said that Mr. Cullen, the architect, had other transportation facilities to his credit, including the BART Embarcadero Station, and that his son, Tim, was a graduate in architecture from U. C. Mr. Leonoudakis said that he hoped to get to construction documents during June with the first phase of construction to be started by mid-July. He explained that the blacktop would be ripped off, the ground packed down, and the bus concourse paved, and then the rear of the property could be able to be used as a parking area for buses. He said that then would come the development of the building itself on the front of the property. Mr. Leonoudakis said that he had, at the suggestion of Commissioner Coblentz, made a survey of the passengers over a two-week period and discovered that 18 percent of the traffic load were San Francisco residents; other California residents, 27 percent; other U.S. residents, 39 percent; and foreign visitors, 16 percent. He said that this meant that of the entire traffic load, 82 percent were from out of San Francisco. Mr. Leonoudakis said that the Planning Commission had indicated that they hoped that the Airporter buses could run out of the East Bay Terminal but that he had told that Commission that it was not timely to seriously consider that suggestion. Mr. Leonoudakis said that in perhaps ten to 12 years, some business could be put into that area but to suggest today that San Franciscans could ride public transportation to the East Bay Terminal and make a connection with the Airporter was not practical since most air travelers carry several pieces of luggage and the Muni and streetcars are not designed to accommodate baggage. He said that most bus patrons come to the downtown terminal by cabs or as "kiss and ride" passengers, or they walk from major downtown hotels.

Commissioner Coblentz said that it appeared the Airports Commission was being asked to give a push to the Planning Commission and to tell them "let's get on with it". He said that he was appalled at the present conditions and the apparent inability of the Planning Commission to act. He then moved the resolution.

Commissioner Goosby questioned the length of time necessary for completion of the temporary structure.

Mr. Leonoudakis said that it was not planned to be temporary. He said that it was a risk that his company must take and while the application was presently for a temporary facility, it was understood that he would file for a permanent permit later.

Commissioner Coblentz said that a permanent facility would require an environmental impact report, which meant at least a three month delay.

Commissioner Goosby said that he would like the contemplated building to be a temporary structure since a permanent building could not possibly be done until November. He said that this would mean that there would be four or five months of the worst San Francisco weather with people outside. He asked if a tent or some other type of covering could not be







erected to at least break the wind. He said that five months was a long time for people to sit outside on exposed benches. Commissioner Goosby said that he had talked to several people at the Planning Commission who had indicated they were planning to expedite the project. He asked Mr. Leonoudakis why he could not put up some sort of temporary shelter.

Mr. Leonoudakis said that the buses would leave every five minutes and people could wait in them. He said that his current plans were the quickest way to build a decent facility.

Commissioner Goosby said that while outbound passengers left every five minutes, he was concerned about the people coming in.

Mr. Leonoudakis said that one of the best cab stands in the City was at the airline terminal and that enabled most passengers to leave almost immediately. He said that there were ten benches provided for the few passengers who delay leaving the terminal. Mr. Leonoudakis said that his company did not want to spend a large sum of money on canvas coverings, coverings with which the Fire Department had indicated they would have serious problems.

Commissioner Coblentz asked why it would take four to five months to complete.

Mr. Leonoudakis delineated the various time periods necessary to finish each phase of the construction. He said that his company would do everything in its power to expedite the job. Mr. Leonoudakis asked permission to display the designs of the new terminal.

Commissioner Coblentz said that design questions were the province of the Planning Commission and that he preferred not to take the time at this meeting.

Commissioner Goosby said that in the proposed resolution of the Planning Commission, the sense of urgency should be emphasized and the date of completion should be advanced to July 1, 1979.

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#### Agenda Items Involving Airport Policies or Major Operational Decisions.

On motion of Commissioner Coblentz, seconded by Commissioner Goosby, the following resolutions were unanimously approved.

- (1) Landing Fees for 1979-80, Amendment to Landing Fees Agreement and Approval of Five Year Capital Project Plan.

No. 79-0163  
No. 79-0164  
No. 79-0165

Resolutions approving the Capital Project plan for the period 1979-83, amending the landing fee agreement to set rates for only the initial year of the period 1979-82, and setting landing fee rates for 1979-80.

Mr. Heath said that there were three separate resolutions involved; first, approval of the capital projects plan; second, amendment of the landing fees for next year, only one year of the three-year period; and third, establishment of rates for 1979-80. Mr. Heath said that the Airlines have already made a



presentation of their views and, in order to save time, would prefer not having them repeated, but he informed the Commission that the Airlines maintain the same claims as before against the City and that those claims are acknowledged. He said that the Airlines have approved most of the projects in the Five Year Capital Program, but they still have questions on some projects. Mr. Heath said that he anticipated some controversy next year over improvements to the Engineering Building, and that there would also be questions in subsequent years.

Mr. Heath said that it was necessary to get a fixed time schedule and budget for managerial purposes which may not be changed without specific Commission action once approved.

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#### Agenda Items Initiated by Commissioners

On motion of Commissioner Fleishell, seconded by Commissioner Coblentz, the following resolution was unanimously adopted:

- (1) Resolution Urging General Service Administration Not to Sell Hamilton Field for Non-Aviation Purposes Without Further Study

No. 79-0166

Resolution urging General Service Administration not to sell Hamilton Field for non-aviation purposes without further study.

Commissioner Fleishell said that the Commissioners had all read that Hamilton Field had been offered by the federal government to any governmental agency for the sum of one dollar if it would continue to be used for aviation purposes. He said that while the San Francisco Airports Commission was not in the business of seeking more business, it appeared to him that before the GSA moved ahead to offer this property to the public for other commercial development, a study should be made to determine what the best interests of the entire area were. Commissioner Fleishell said that the Joint Powers Board of the Land Use Study had gone on record requesting an appropriate agency to do everything possible to urge the GSA to maintain the status quo and not dispose of the property for anything other than general aviation purposes. Commissioner Fleishell suggested that the staff look into this matter to determine if there was interest in the idea. He said that he would hate to see himself several years from now being in the position where people could tell him that he sat on the Airports Commission and let this property go for commercial development when it should have been used for aviation purposes. Commissioner Fleishell said that as the world progresses, it would appear that no other airport of any size would be built in Marin County or any other place in Northern California. He asked that the Commission go on record urging that no disposal be made of Hamilton Field until it was certain that the best use would be made of the property.

Commissioner Goosby said that the Marin County Board of Supervisors had looked into this matter, and had voted 3 to 2 against the purchase of the property for general aviation purposes. Commissioner Goosby said that he felt it was a policy matter involving another county and he had questions about possibly interfering in the matters of another jurisdiction.



Commissioner Fleishell said that things done in San Francisco affect San Mateo, Alameda and Santa Clara Counties and that a serious look should be taken before any action is finalized.

Mr. Heath suggested wording for the proposed resolution: that since San Francisco International Airport serves the entire Bay Area and since many of the passengers come from Marin County and other counties north of Marin and the failure to develop a reliever airport in that area could only result in increased traffic and environmental problems at SFIA, there was great concern about that matter and that it be resolved to urge the General Services Administration not to release Hamilton Air Force Base to a developer until a regional air transport study had been made.

Commissioner Bernstein said that he felt it was not the Commission's business to intrude into Marin County's business.

Commissioner Fleishell said that the world had changed and it had become the way to develop certain activities on an area-wide basis. He said that at some point things would have to be re-examined, and he was asking that a long look be taken before anything was done with the property.

Commissioner Bernstein said that he thought the Airport had enough problems being in another county right now.

Mr. Heath said that, as a business opportunity, to buy an airfield for one dollar was a good opportunity.

Commissioner Coblentz said that it could be purchased for a dollar but had to be used for governmental purposes. He reminded the Commission that the vote in Marin County had been three to two against the property being used for aviation purposes, and that there would be a great deal to do in order to develop it. He said that he would agree to support a resolution but he was not sure how strong it should be; perhaps merely to call for a study to investigate the possible use of the field for an airport.

Mr. Heath said that many San Mateans think it's nice that Marin County doesn't want an airport, but the result is more noise pollution for San Mateo County.

Commissioner Fleishell said that the proposed resolution was consistent with the role the Airport has been playing on the Joint Powers Board of the Land Use Study.

\* \* \*

## (2) Gasoline for Commissioners Working on Commission Business.

Commissioner Fleishell said that, in view of the gas shortage, one thing he had noticed was the number of meetings he had to attend at the Airport. He said that he didn't mind the expense of gasoline, but he did not intend to wait for two hours in line to get gas. He asked if it would be possible to get gas at the Airport without unseemly delay.

Mr. Heath said that he would ask staff to investigate and come back with a recommendation.





Commissioner Goosby said that it might be proper to discuss in executive session, but he questioned the number of credit cards being used by staff, if the Commissioners had the right to use them also, how many staff people had the cards, and the use of gas to the number of cars.

Commissioner Coblentz said that he had been on the Commission longer than any of the others and that he had never had a credit card, nor charged gas to the Airport and he would consider this practice inexcusable.

Mr. Heath said that it was his understanding that gasoline had never been provided to Commissioners, but it might be possible to make it available without waiting in gas lines.

Commissioner Coblentz said that he was sympathetic, but everyone had to wait in line these days. He said that perhaps fewer meetings should be held at the Airport.

Commissioner Fleishell said that he was on the Joint Powers Board and he was willing to spend the time and the money, but he was not willing to wait in gas lines. He said that many employees had credit cards and did nothing but drive to and from work in City cars.

Commissioner Goosby said that the fact that it hadn't been done before was not important. He said that at the School Board any expenses any member had in connection with the job were covered. He said that there would be nothing to feel guilty about in receiving money to cover costs, and even time which was more important. Commissioner Goosby asked that the staff make a survey and report on the whole question of fuel, use of City automobiles by staff, etc.

Commissioner Bernstein asked staff for a report.

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#### Agenda Items Involving Airport Policies or Major Operational Decisions (continued)

The following item was discussed by the Commission; subsequently further consideration was postponed to a future meeting:

(2) A.B.C. Cigar Company North Terminal Lease.

Resolution approving award of North Terminal leases to A.B.C. Cigar Company for newspapers and related items and for gifts and souvenirs.

Commissioner Coblentz said that he and Commissioner Fleishell had serious questions about the lease, such as the pricing policies. Also, he said that the classification of goods was not in the Exhibit.

Commissioner Fleishell said that he did not want to take the time to go into the matter at the meeting, in view of the number of items about the lease that needed discussion and suggested an executive session. He said that what he had thought would be a model lease was far less and before it was finalized, the lease should be shaped up, the ambiguities and omissions reviewed, etc.





Mr. Don Garibaldi, Airports General Counsel, said that there was apparently a revised page missing from Commissioner Fleishell's copy of the lease.

Commissioner Fleishell asked about the contract waiver that had been discussed. He said that he would like to write Mr. Garibaldi a memorandum regarding the lease to see if his suggestions were worthy of being contained in the final document.

Commissioner Coblentz said that he wanted the lease clarified.

Commissioner Goosby asked if the Human Rights Commission had examined the lease.

Mr. Heath told him that since ABC was a tenant, Human Rights was constantly monitoring the operation.

Commissioner Goosby said that it was his impression that Human Rights was not on top of the situation and that staff should be aware of ABC's minority program.

Mr. Peter Singer, Deputy Director for Business and Finance, said that the information on ABC had only been received that day and had been distributed to the Commissioners before the Commission meeting.

\* \* \*

Mr. Heath asked Mr. Singer to explain the proposed plans for concessions in the North Terminal.

Mr. Singer said that the recommendations of the various Commissioners, Mr. Harold Hecht and various staff members had been incorporated into this plan and list of concessions which could be seen as Exhibit 2, items B1 through B19. Mr. Singer said that staff was asking for a general approval in order to proceed with definition of the specifications for each of the concessions listed. He said that this would facilitate the orderly selection of concessionnaires and their installation in the terminal.

Commissioner Bernstein asked if Commission approval would mean that switches could not be made and concessionnaires moved from one place to another.

Mr. Singer said that that was correct; staff was suggesting that if there would be a special need, the shops could be moved. He also said that staff could suggest possible alternatives.

Commissioner Goosby said that he didn't know decisions had been made on many of the items.

Mr. Singer said that they had not and that was the purpose of this item.

Commissioner Bernstein said that the concessions could be moved if desired.

Commissioner Fleishell asked what the purpose of getting Commission's approval was if staff could change the nature and site of the concessions.



Mr. Singer explained that certain spaces are enclosed, some are open, some opposite the field side; the specific need of one shop may require switching spaces with another concession, but remain in the same general location. Mr. Singer said that staff was looking at this specific group of concessions to see how they would be placed in specific locations. He said that if some specific reason to trade locations should develop, that change would be brought to the Commission for approval. He said that the resolution was for approval of the specific concessionaires and specific locations; if it developed that the plan could not be followed, staff would come back to the Commission and so advise.

Commissioner Fleishell expressed concern, saying that after all the years of construction, a terminal had been built and now concessions were being added, something that should have been done long ago. He said that no decision had been made as of two weeks ago and he was appalled at the techniques used. Commissioner Fleishell said he was concerned that a consultant had been hired and then it was decided that the consultant didn't do a good job and the consultants' recommendations weren't given great consideration.

Commissioner Goosby asked if the consultant, Mr. Hecht, had looked at this plan.

Mr. Singer said that Mr. Hecht had not seen the plan but that his ideas had been incorporated into the plan.

Commissioner Goosby said that it might be possible that many entrepreneurs were out there, with many skills that should be used and who could inform the staff of the best way to situate businesses.

Mr. Singer said that a number of prospective concessionaires had looked at these plans.

Commissioner Goosby asked if public notices that the spaces would be available at the Airport had been put out. He said that the construction program deals with a lot of money and tremendous opportunities and he didn't want to see the Commission make errors. Commissioner Goosby said that he had agreed with the hiring of Mr. Hecht, although he had not been entirely satisfied and he did feel Mr. Hecht had been of some help. But he said that he was not comfortable at being asked to approve the plan without the consultant having looked at it. Commissioner Goosby said that while he did not want to slow up the plans and appreciated the need to get things moving, he did think that the Commission would be given the chance to discuss each one of the sites. He said that if a committee of the Commission has done so, he assumed that Commissioners Fleishell and Bernstein were on that committee and that they had gone over each item.

Commissioner Bernstein said that he felt there had been a misunderstanding; that this was a list of things the staff expected to put into the terminal. He said that he had been told that this was merely the next step toward making it possible to advertise for concessions. He said that he understood that up to this point, no one has been selected for any of the space except for A.B.C. and Host. Commissioner Bernstein said that it would be impossible to take an area of 1,200,000 feet and be able to say that a specific shop should go into a certain space.

Mr. Singer said that Commissioner Bernstein was correct and unless a master plan was approved, there would be questions because each time staff would come up with a recommendation for a shop at a specific site, there would be questions as to whether the space was right for that concession.



Commissioner Bernstein asked if Mr. Singer then planned to advertise for bids and propositions for certain spaces.

Commissioner Goosby asked if the Commission would then suggest that certain types of shops should go in certain spaces. He also agreed that flexibility was needed.

Mr. Jan Blais of United Airlines and Chairman of the Airlines Policy Committee said that one concession which had been recommended by Mr. Hecht had been omitted in the proposed plan: the barbershop, which Mr. Blais considered vital.

Commissioner Bernstein said that he considered a barbershop vital, also.

Mr. Singer said that it was correct that a barbershop was not planned at this time. He said that the present barber is required to maintain two shops and it was his feeling that the business split up three ways would not adequately support any shop.

Commissioner Bernstein said that they were totally different facilities and he thought that there should be a barbershop in the North Terminal.

Commissioner Fleishell referred to the suggested list of concessions and said that he felt it would be unthinkable to have an ice cream shop in view of the expensive carpeting. He said that he felt that an engraving shop, health machines or carry out food services were not quality shops but Coney Island-type concessions are unthinkable in the Airport.

Mr. Singer said that the planned procedure was to start with the Master Plan and then make changes as time goes along. He said that it was necessary, however, to have a basis for the preparation of specifications.

Commissioner Goosby asked how specs would be developed at this point. He suggested advertising and calling for people to submit proposals before the Master Plan was decided on.

Mr. Heath said that for every determination the Commissioners made about the space and its use, another ten people could come in with recommendations. Mr. Heath said that so many ideas had been received over the last few years that it was impossible to digest them and there still had been no agreement.

Commissioner Goosby said that a consultant had been hired to make these determinations. He asked what the consultant's reaction had been to the plan.

Mr. Heath replied that some of the consultant's suggestions were included, but some had not been implementable.

Commissioner Goosby said that he felt that it was the fault of staff that Mr. Hecht had not been asked to comment on the plan and if there was any delay it was to be blamed on staff.

Commissioner Bernstein said that this was merely the first step in putting the package together and no specific decision had been requested from the Commission.

Commissioner Goosby said that the resolution should be rewritten.





Mr. Singer said that his staff was working to bring in a specific set of specifications for spaces and if, as a result of various people expressing interest, it is discovered that the locations needed to be shifted, the Commission would be informed.

Commissioner Fleishell said that he appreciated Commissioner Goosby's point: when staff came to the Commission for approval to hire the consultant it was told that there was no expert on the staff who knew merchandizing and approval was given on that basis. He said that as of two weeks ago, there was no program and no plans. Commissioner Fleishell said that at this meeting the Commission was being told that if they voted for this plan for proposed concessions, other concessions might be suggested. He said that his question was whether the consultant had been worth the money he was paid.

Commissioner Bernstein replied that probably he was not, but it was impossible to go back.

Commissioner Fleishell said that it appeared mistakes were always repeated but perhaps staff could learn from that. He said that in looking at the suggested list, it contained precisely what every other airport in the country had and asked why a consultant had been needed. He said that the Airport was only \$25,000 poorer. Commissioner Fleishell said, however, that he agreed that the Commission should move ahead.

Mr. Singer said that at this point the spaces would not be leased. He said that a number of people have come into the Airport and looked around, but no promises had been made as staff was basically collecting ideas. He said, though, that this plan was the first step in the process of obtaining concessionnaires.

Commissioner Goosby said that since he was voting on the resolved clause of the resolution, it should be changed.

Commissioner Fleishell said he would vote on the resolution with the understanding that every lease and concession must be brought before the Commission.

Commissioner Bernstein ordered the resolution amended as discussed.

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On motion of Commissioner Goosby, seconded by Commissioner Fleishell, the following resolution was placed before the Commission; subsequently, further consideration was postponed to a future meeting:

(4) Amending Taxicab Rules

Resolution amending Section 1.4.5 of the Rules and Regulations by adding subsection (G) relating to taxicabs.

Commissioner Fleishell said that he had raised questions at the last meeting and asked again if the proposed rules had been coordinated with the San Francisco Police Department. He said that he understood one rule adopted by the SFPD had been a rule to not forbid double charging.





Mr. Heath replied that the two departments had coordinated the rules, and that the SFPD had not adopted the double charging rule in question, but were still examining it. He said that there was no apparent conflict in the rules of the two agencies.

Commissioner Fleishell said that according to Airport rules, drivers are forbidden from charging rates not allowed by law; however, the rates allowed by law are still in the process of being amended by the SFPD.

Mr. Garibaldi said that fares are presently set and these rules would allow for any changes, where applicable.

Commissioner Fleishell said that his comment was that double charging is not forbidden by the SFPD.

Mr. Garibaldi told him that that was correct. Mr. Garibaldi said that Airport Operations' policy was to prohibit double charging of Airport patrons going to downtown San Francisco.

Commissioner Fleishell said that one of the major complaints the Airport gets is regarding double charging on a single trip, wherein three people going to the same destination are each charged \$17 for the trip. He said that currently a cab driver who did that was having his license revoked.

Mr. Garibaldi agreed that matter was not covered in the rules but he noted that SFPD had not yet ruled on this matter.

Commissioner Fleishell said that a cab driver's permit had been revoked for double charging a vice president of Southern Pacific.

Mr. Heath said that the rules could be amended as needed and said if they were approved at this meeting, they could be re-examined and staff could come back with further recommendations.

Mr. Dirk Neyhardt, a cab driver, spoke at some length regarding the proposed regulations and he requested that no decision be made at the current meeting. Mr. Neyhardt said that there were 36 rules which applied to cab drivers and they might be passed without careful enough examination. Mr. Neyhardt said that the Commission had assiduously advertised that these rules were being considered. Mr. Neyhardt said that the date of the draft rules was May 30 and it was transmitted to the drivers on that date. He said that the Calendar had been sent out on June 1 to interested citizens but that meant that they were received on June 4 and in order to have a voice in the amendment of these rules, it was necessary to submit a written statement and there was, thus, a time problem.

Mr. Heath suggested that Mr. Neyhardt was not aware of the amount of public input that had been given. Mr. Heath said that this was not a public hearing and that Mr. Neyhardt did not necessarily have the right to appear. Mr. Heath said that there had been public input and considerable consultation with cab drivers and the SFPD.

Mr. Neyhardt said that there had not been enough public input.



Commissioner Fleishell said that he, too, was concerned in that he had represented both cab owners and drivers so he was aware of some of their needs. He suggested that, in order to achieve a good balance, that the proposed rules be sent to people who have cabbie operations at the Airport. He said that the Commission was trying to improve the lot of cab drivers, not harm them. Commissioner Fleishell said that the Commission would not vote on the matter at this meeting in order to accommodate the drivers, and that it would be calendared for the next meeting. He told the drivers and Mr. Neyhardt to send a copy of their comments to him, as well as the staff, and he would look them over.

Mr. Mike Karesh of the Chauffeurs' Union spoke briefly; he said that he had some detailed questions, such as how the Airport rules work with the City rules. He said that the SFPD had said that the rules didn't conflict but they did in many areas. Mr. Karesh said that he understood that there might be a need for specific rules at the Airport but suggested approval should be delayed until the City rules had been finalized.

Commissioner Fleishell said that a valid point had been raised and he agreed that the SFPD's rules should come first, with the Airport rules made to dovetail.

Mr. Karesh referred to one conflicting rule: the one that forbids cabs from picking up passengers on the upper ramp; it is in conflict with the rule which makes it illegal to deny a passenger a ride. He said that there appeared to be several conflicts of this kind.

Commissioner Fleishell asked Mr. Karesh to put his comments in writing. He noted, though, that it was necessary to deal with cabs from all over, not just City cabs.

Mr. Heath said that the Airport is not located within the City and County of San Francisco and that certain criminal violations which apply to the City do not apply at the Airport. Mr. Heath said that it had been necessary to issue special permits because there had been violations on the part of a few cab drivers. He said that if a cab driver violated the Airport rules, his permit would be picked up.

Commissioner Bernstein asked if there would be any objection to putting the matter off for two weeks.

Mr. Heath agreed that it would be all right and asked for all comments to be in writing.

\* \* \*



. Director's Reports (continued)

(3) Progress Report - Implementation of FIRM

Mr. Heath said that the program was within budget and on time and had almost made up the three weeks which were lost at the outset. Mr. Heath said that he was pleased with the work done by the consultant firms and the staff.

\* \* \*

(4) Dedication of North Terminal

Mr. Heath announced that the dedication would be held the following day, Wednesday, June 6, in the hub of the North Terminal. Mr. Heath said that he had turned down an invitation from President Carter to attend a seminar in Seattle in order to be present. He said that Mayor Feinstein would unveil the plaque and make a few remarks.

\* \* \*

(5) Reduction of First-Hour Garage Rate to 25¢.

Mr. Heath requested that this item be held over until a later meeting.

\* \* \*

(6) Airport Energy Conservation

Mr. Heath said that a conservation program was being planned and there would be a full report at a later meeting.

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(7) Air California - Gate 44

Mr. Heath said that action had been taken in response to remarks made previously by Commissioner Fleishell.

\* \* \*

(8) United Airlines Environmental Impact Statement

This item was not discussed.

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- (9) Review of Policy with Respect to Architectural Control of Concession Design Plan.

This item was taken off Calendar prior to the Commission meeting.

\* \* \*

- (10) Report on Art Commission

This item was presented as a Policy and Operations item (Commission Calendar Sec. 7) with relevant resolutions. Discussion of this item is found elsewhere in these Minutes.

\* \* \*

Agenda Items Involving Airport Policies or Major Operational Decisions (continued)

On motion of Commissioner Fleishell, seconded by Commissioner Goosby, the following resolution was unanimously defeated:

- (5) Renewal of Professional Services Agreement to Review and Evaluate the Performance of Airport Construction Contracts.

Resolution approving the employment of Irving L. Soffer, Consultant, to provide professional services to review and evaluate the performance of Airport Construction contracts at a total fee not to exceed \$2,360.00 per month. Contract to expire on June 30, 1980.

Part of Expansion Program.

Commissioner Goosby said that President Ruth Kadish had asked that this matter be held over until a later date.

Mr. Heath said that Commissioner Kadish had asked if the Commission had approved the original contract but Mr. Heath said that it had been approved in Executive Session and showed the public announcement of the meeting. Mr. Heath said that Commissioner Kadish had made her request that the matter be held over based on the fact that the original contract had never been approved but since it had been, Mr. Heath asked for approval. Mr. Heath said that it was particularly important in that the Airport had been threatened with a lawsuit by McKee for \$16 million.

Commissioner Fleishell said that it appeared that people were always being hired as consultants to do everything that was important. He said that CMC had been hired and proved unsatisfactory but presently had 30 people on the payroll with the job winding down, and they had previously had 60 people.





Mr. Heath said that this matter was not related to that. He said that Mr. Soffer's work was to review contracts in conjunction with the Airport's attorneys. Mr. Heath said that staff was getting conflicting advice from the construction managers and the architects in several areas and since there had been a tremendous number of modifications in the contract, liability had to be determined. He said that neither CMC nor the architects could do the work, so someone on the staff must do it and the only way to hire a qualified person, given Civil Service rules, was under contract.

Commissioner Fleishell said that CMC had been hired to protect the Airport from the contractors, and now someone was being hired to protect the Airport from CMC.

Mr. Heath said that Mr. Soffer wasn't being hired to protect the Airport from anyone, but rather to assist and prepare for a threatened lawsuit.

Commissioner Goosby said that it was his understanding that President Kadish wanted this matter held over and, further, he did not recall ever approving the original contract and had been surprised when he saw the record. He asked to whom Mr. Soffer would report. Commissioner Goosby said that he suggested that someone watch the money in the contracts and inform the Commissioners and the Director when staff comes up with modification after modification. Commissioner Goosby said that if this contract with Mr. Soffer was approved, it should also be part of his job to watch all contracts.

Mr. Heath explained that the job was to go over the Garage modifications, which had already been approved, to determine which mods might have been caused by error or omission on the part of the contractor, CMC, the architects or the staff. Mr. Soffer would not be dealing with current matters, but with historical matters, all of which was a part of the review process which must take place in order to build a very complicated case in preparation for going to court. He said that Mr. Soffer is needed in view of the threatened \$16 million McKee lawsuit.

Commissioner Fleishell said that the lawsuit should not be discussed in public, but in Executive Session, and asked when that would occur.

Mr. Heath said he would be happy to meet with the Commissioners at the close of the regular meeting and inform them what his instructions to the attorneys and the staff had been.

\* \* \*



On motion of Commissioner Fleishell, seconded by Commissioner Goosby, the following resolutions were unanimously adopted:

- (6) Transfer of Funds and Award of Contract No. 1222, Alterations to Pier "C", at Cart Road Area, \$56,900.00

No. 79-0167  
No. 79-0168

Resolutions approving the transfer of \$6,900 from Unanticipated Projects account to Contract No. 1222, and resolution awarding Contract No. 1222, Alterations to Pier "C" at Cart Road Area to Anderson Construction, Inc., 343 First Street, San Francisco, CA 94105, in the amount of \$56,900.00.

The purpose of this contract is to provide a minimum 12'6" clearance over the cart road for access of service trucks for the future construction of Boarding Area D.

The work includes the removal of existing asphalt pavement and repaving to a lower elevation. Electrical, mechanical and other utility conduits will be rerouted to allow a 12'6" clearance over the cart road.

Bids received on May 18, 1979:

1. Andercon Construction, Inc.	\$ 56,900.00
2. JM Construction	\$ 71,750.00
3. James Marsh Company	\$103,000.00
4. Moore Construction Co.	\$110,000.00
5. Leon Carlen	\$166,958.00

Construction time is 30 days.

This contract is part of the Airport Expansion Program.

Mr. Heath said that changes were necessary in the Cart Road, and this item had been approved for a \$50,000 budget, the engineer's estimate. However, the low bid came in at \$56,900, exceeding budget by \$6,900, but this money was available in the Unanticipated Projects account.

Commissioner Fleishell asked the reason for the changes.

Mr. Heath explained that this would be the first step in the construction of the new international arrival area. He said that when construction begins, the flow of traffic will be blocked and it would be necessary to build a road to handle such traffic during the construction period.

\* \* \*



## Consent Calendar of Routine Administrative Matters

On motion of Commissioner Fleishell, seconded by Commissioner Goosby, all the items on the Consent Calendar were unanimously approved:

- (1) Completion of Professional Services Agreement, Industrial Carpets North Terminal Complex, Williams and Williams.

No. 79-0172

Resolution accepting the work as satisfactorily completed by Williams and Williams, to provide professional services in the preparation of technical specifications, bidding documents, testing and inspection for the carpet in the North Terminal Complex; extending the time of completion from October 31, 1978 to April 20, 1979; and authorizing final payment in the amount of \$3,000.00.

Original contract amount	\$15,000.00
Final contract amount	\$15,000.00
Original completion date	Oct. 31, 1978
Final completion date	Apr 20, 1978

Part of Expansion Program.

- (2) Bid Call for Airport Contract No. 1059, Slurry Filling of Abandoned Fuel Lines.

No. 79-0173

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Contract No. 1059, Slurry Filling of Abandoned Fuel Lines.

The purpose of this contract is to cap abandoned fuel lines and fill the lines with a slurry mixture preventing the lines from acting as a storage vessel for fuel vapors or entrapping drainage flows. This is required by the Airport Fire Marshall in compliance with National Fire Codes.



- (3) Completion of Airport Contract No. 1006, North Terminal Complex - Graphics, Modification No. 6 (Credit), \$924.00.

No. 79-0174

Resolution accepting the work under Airport Contract No. 1006, North Terminal Complex - Graphics as satisfactorily complete; approving and requesting the Controller's certification of Credit Modification No. 6 in the amount of \$924.00; extending the completion date from January 29, 1979 to April 22, 1979 and approving final payment in the amount of \$41,695.70 in favor of the contractor, QRS Corporation, 1120 Towne Ave., Los Angeles, CA 90021.

This contract is part of the Airport Expansion Program.

Original amount of contract	\$375,452.00
Previous Modifications (Debit)	36,867.30
Modified amount of contract to date	\$412,319.30
Modification No. 6 consisting of the following Change Order:	
No. 2, \$618.00 (Debit)	619.00
Revised amount of contract	\$412,395.30
Underrun on Bid Item for Temporary Signs (Credit)	1,542.00
Final revised amount of contract	\$411,395.30
Performance time of contract:	
Extension of time (Mod. No. 2)	180 cal. days
Extension of time (Mod. No. 3)	60 cal. days
Extension of time (Mod. No. 5)	60 cal. days
Extension of time (Mod. No. 6)	83 cal. days
Total contract time	443 cal. days
Effective date of contract	Febr. 6, 1978
Original completion date	Aug. 4, 1978
Modified completion date	Apr 22, 1979

- (4) Completion of Airport Contract No. 1152, Pavement Overlay, Lower Level Road at North Terminal Modification No. 1 (Credit), \$8,933.36.

No. 79-0175

Resolution accepting the work under Airport Contract No. 1152, Pavement Overlay Lower Level Road at North Terminal, as satisfactorily completed; approving and requesting the Controller's certification of Credit Modification No. 1 in the amount of \$8,933.36 and approving final payment in the amount of \$3,442.56 in favor of the contractor, McGuire & Hester, 796 - 66th Avenue Oakland, CA 94621.

This contract is part of the Airport Expansion Program.

Original amount of contract	\$77,777.00
Modification No. 1 (Final Modification) (Credits)	(8,933.36)
Final amount of contract	\$68,843.64
Performance time of contract:	
Original contract time	30 cal. days
Actual contract time	30 cal. days
Effective date of contract	Jan 3, 1979
Original completion date	Feb 1, 1979
Actual completion date	Feb 1, 1979





- (5) Completion of Airport Contract No. 1188,  
Electrification of Exterior Signs, North Terminal Complex.

No. 79-0176

Resolution accepting the work under Airport Contract No. 1188, Electrification of Exterior Signs - North Terminal Complex, as satisfactorily completed; approving and requesting the Controller's certification of Debit Modification No. 1 in the amount of \$1,657.00; extending the completion date from January 23, 1979 to February 28, 1979 and approving the final payment in the amount of \$2,485.90 in favor of the contractor, Arrow Electric Company, 23 So. Railroad Avenue, San Mateo, CA 94401.

Original amount of contract \$16,578.00  
Modification No. 1 consisting  
of the following Change

Order:  
No. 1, \$1,657.00 (Debit) 1,657.00  
Final amount of contract \$18,235.00  
Effective date of contract Dec 21, 1978  
Original completion date Jan 23, 1979  
Modified completion date Feb 28, 1979

This contract is part of the Airport  
Expansion Program.

- (6) Modification No. 11 and Substantial Completion of Contract  
977, Expansion of Electrical Distribution System - Phase I.

No. 79-0177

Resolution accepting the work under Airport Contract No. 977, Expansion of Electrical Distribution System, Phase I, as substantially completed by Homer J. Olsen, Inc.; approving final Modification No. 11 in the amount of \$115,094.25 and approving payment in the amount of \$506,005.74, in favor of the contractor, Homer J. Olsen, Inc., 2726 Lynch Way, P.O. Box 993, Union City, CA 94587.

Original amount of contract \$3,897,000.00  
Prior Modifications No. 1  
thru 10 (Debit) 177,932.37

Modification No. 11:  
Settlement of Disputes \$50,760.00  
Bid Item Overruns  
and underruns 50,383.25  
Additional costs  
to complete work 23,951.00  
Total amount of Modification No. 11 115,094.25  
Final amount of contract \$4,190,026.62  
Original contract time 566 cal. days  
Total extension of time  
(including Mod. No. 11) 159 cal. days  
Total contract time 715 cal. days  
Original completion date Nov 12, 1978  
Modified completion date Apr 20, 1979

This contract is part of the Airport  
Expansion Program.



- (7) Modification No. 55 (Debit), Airport Contract No. 1000, Ratifying Action of Director of Airports on Change Orders, Garage: Stage IV - Superstructure Addition, \$8,363.00.

No. 79-0178

Resolution approving and ratifying action of the Director of Airports in approving Change Order 130, and requesting the Controller's certification of Modification No. 55 to Airport Contract No. 1000, in the total amount of \$8,363.00.

The contractor for this work is Robert E. McKee, Inc.

The work consists of installing continuous angles at both the head and sill, exterior side, of the window wall at pedestrian bridges E and F in lieu of the six-inch angles.

Original amount of contract	\$50,414,395.00
Previous modifications (debit)	2,245,943.00
Revised amount of contract	
to date	\$52,660,338.00
Modification No. 55 consisting of the following Change Order:	
No. 130, \$8,363.00	8,363.00
Revised amount of contract	\$52,668,701.00

This contract is part of the Airport Expansion Program.

- (8) Modification No. 1 (Debit), Airport Contract No. 1141, Ratifying Action of the Director of Airports on Change Orders, Fuel Reserve Tanks - Central Heating & Cooling Plant, \$11,120.00.

No. 79-0179

Resolution approving and ratifying the action of the Director of Airports in approving Change Order 1, and requesting the Controller's certification of Modification No. 1 to Airport Contract No. 1141, Installation of Fuel Reserve Tanks - Central Heating and Cooling Plant, in the total amount of \$11,120.00.

The contractor for this project is Eagan & Paradiso Construction Company.

This modification provides for furnishing and installing steel sheet piles along existing structural column line to contain and protect existing backfill gravel around four existing fuel tanks previously installed under Contract 1000.

Original amount of contract	\$148,544.00
Modification No. 1 consisting of the following Change Order:	
No. 1, \$11,120.00 (Debit)	11,120.00
Revised amount of contract	\$159,664.00

This contract is part of the Airport Expansion Program.



- (9) Approval of Payment to Pacific Southwest Airlines and Hughes Airwest for Interim Relocation Projects, \$400,000 maximum.

No. 79-0180

Resolution approving a lump sum payment not to exceed \$400,000 to Pacific Southwest Airlines and Hughes Airwest, from the 1977 series B Bond Issue, for specified interim remodeling and construction on Pier D. These airline relocation and remodeling projects are required under the approved Modernization and Replacement Program and are funded by the 1977 Series B Bond Issue under "Temporary Relocations and Demolitions".

- (10) Two Temporary Rental Abatements for United Airlines.

No. 79-0181

To accommodate the Airport's M & R Phase, United Airlines is subleasing the easterly portion of Boarding Area F to National Airlines and will hold this space available until National's sublease starts; this resolution will suspend United's rent until the sublease rental commences. Further, due to National's additional direct lease of space under the Boarding Area F gaterooms, one of United's rooms becomes isolated from United's operational area; the rent for this room would also be suspended during National's occupancy.

- (11) Tenant Improvement: Western Airlines, Air Cargo Building Addition, \$1,000,000.00.

No. 79-0182

Resolution approving the final plans and specifications submitted by Western Airlines showing the addition onto their Air Cargo Building at Plot 12. The work consists of constructing a single story building addition with a floor area of 21,000 square feet onto the existing building to provide additional truck docking and cargo warehousing facilities.

The work will be done by Western Airlines at their own and sole expense and without rental credit. Estimated cost is \$1,000,000.00.

This project is not part of the Airport Expansion Program.

- (12) Approval of Tenant Contract Drawings, Delta Airlines Modification to Pier "C".

No. 79-0183

Resolution approving the contract drawings of Delta Airlines' modification to Pier C (T-2215) and approval to commence remodeling and construction. This is an interim relocation project, and in integral part of the Modernization and Replacement Phase of the Terminal Expansion Program.

The maximum cost of this project is \$263,755.



- (13) Tenant Improvement: Duty Free Shoppers, Ltd.,  
Modifications to Retail Stores in Terminals, \$90,000.00.

No. 79-0184

Resolution approving the final plans and specifications submitted by Duty Free Shoppers, Ltd. showing the conversion of storage space into retail store space at their retail outlets in the South Terminal and at the entrance to Rotunda A. The work will consist of refurbishing the storage areas and installing display counters and trade fixtures.

The work will be done by Duty Free Shoppers at their own and sole expense and without rental credit. The estimated cost for this project is \$90,000.00.

This project is not part of the Airport Expansion Program.

Commissioner Goosby referred to Item (13) stating that he assumed Duty Free Shoppers, Ltd. was converting their storage space to retail space and hoped that it was space they were already paying for.

#### Items Removed from Consent Calendar

No items were removed from the Consent Calendar for individual consideration.

\* \* \*

#### Communications

No communications were included for Commission perusal.

\* \* \*

#### Trailing Calendar of Old Business

Mr. Heath said that the Trailing Calendar listed the dates that various items would come before the Commission.

\* \* \*





(2) General Aviation Landing Fees

Mr. Heath said that he had held a meeting last week after the calendar had been printed with a number of general aviation people. He said that as a result of that meeting, the date for a report on this particular issue had to be revised from July 2 to August 21st.

\* \* \*

(3) Contract with San Francisco Airport Medical Clinic

Commissioner Fleishell said that he presumed the information which the Commission will receive will concern the dollar amounts involved. He said that everyone agreed that the Clinic was great, but thought it could be as effective with a bit of profit to the Airport and that he hoped the budget would be part of the material to be presented to the Commission.

\* \* \*

(5) Passenger Information, Visitor Service Program and Visitors Guide.

Commissioner Goosby asked if there was a nursery already in operation in the Central and South Terminals.

Mr. Singer said that there was a Nursery in both the Central and South Terminals.

Commissioner Goosby asked if it was let out on a bid basis.

Mr. Singer replied that the nurseries were provided as a public service.

Mr. Heath said that there was no cost involved, other than that the Airport supplied beds, etc; parents watched their own children; it was not a baby-sitting service.

\* \* \*

Adjournment

There being no further business before the Commission, the public meeting was adjourned at 4:41 p.m., to go into Executive Session.



Eric Craven  
Commission Secretary



# **SAN FRANCISCO AIRPORTS COMMISSION**



## **MINUTES**

**JUNE 19, 1979**

**AUG 1 1979**

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## **COMMISSIONERS**

**RUTH S. KADISH**  
President

**MORRIS BERNSTEIN**  
Vice-President

**WILLIAM K. COBLENTZ**  
**DR. Z. L. GOOSBY**  
**J. EDWARD FLEISHELL**

**RICHARD R. HEATH**  
Director of Airports

**San Francisco International Airport**  
**San Francisco, California 94128**



MINUTES  
OF THE  
AIRPORTS COMMISSION  
MEETING  
Tuesday, June 19, 1979

1 Call to Order:

The regular meeting of the Airports Commission was called to order at 2:30 p.m., in Room 282, City Hall, San Francisco.

\* \* \*

Roll Call:

Present: Commissioners Ruth S. Kadish\*, Morris Bernstein, William K. Coblentz, Z.L. Goosby, J. Edward Fleishell.

\* \* \*

Pledge of Allegiance: Led by Commissioner Kadish.

\* \* \*

Approval of Minutes:

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was adopted by order of Commission President Kadish.

No. 79-0185 Resolution adopting the Minutes of the Airports Commission meeting of June 5, 1979.

\* \* \*

Director's Reports:

(1) U.S. Customs Area Improvements

Mr. Louis Turpen, Deputy Director for Operations and Maintenance and Acting Director in the absence of Mr. Richard Heath, reported that staff was continuing to examine U.S. Customs, in an attempt to physically improve not only the flow of passengers but all other activities such as the baggage claim area, ventilation, etc., as outlined in the memorandum from Mr. Heath. Mr. Turpen reported that the limits of possible alternatives had not yet been reached

Commissioner Kadish left the meeting at 3:31 p.m., during discussion of Major Policy and Operational Items (6), (7) and (8), and returned at 3:35 p.m.



and that staff will continue to work with the airlines in an attempt to arrive at a schedule of landings which will more closely match the capacity of the facility. Mr. Turpen said that this appeared to be the greatest opportunity to alleviate problems during this interim period, and that a full report should be ready by September on what staff anticipates the Fall schedule will be for the International Arrivals Area.

Commission President Kadish said that it was important that the Airport not fall into the same kind of a box it was currently in, in which the schedules were set and there was no means of controlling them. Commissioner Kadish said that this Commission felt that the flight schedule information should be available before there was no possibility of adjusting or changing the schedules.

Commissioner Fleishell said that he would remind the staff, as had been discussed at the Airport Land Use Study Joint Powers Board, that there should be a discussion of curfews with the airlines. He said that the airlines which have declined to cooperate in the matter of scheduling should be reminded that they are flying airplanes out of the Airport during sleeping hours. Commissioner Fleishell said that perhaps the representatives of uncooperative airlines should be invited to appear before the Commission and be told directly that there was no sense in having planes stacked up on the runway while arriving passengers are packed into the International Arrivals Area like cattle.

Mr. Turpen said that the staff's activities did involve the airlines, but the schedules were pretty well set.

Mr. Turpen said that the tone of the conversations with the Airlines had been set by Commission policy, and the Airlines were aware of the problems involved.

Commissioner Coblentz asked a question about the Deak Perrera Sign: he asked if the company had removed their sign; he said that the company should be given five days notice to change the sign and if there was no response, staff should tear down the existing sign and charge the company for installation of a new one.

Commissioner Coblentz said that the crowded and congested conditions in the international area would be blamed on the Airport, when responsibility should go to Customs. He said that consideration should be given, if Customs personnel continue to be unwilling to cooperate as time goes on, to installing signs which say something like "Sorry to inconvenience you but the fault lies - not with us - but with the U.S. Customs Service". Commissioner Coblentz said that the Airport should not take any more blame and unless there was more cooperation, appropriate signs disclaiming responsibility should be posted.

Commissioner Kadish said that she was appreciative of Commissioner Coblentz' making such a statement and that the Commission had to make it clear that its policy was to serve Airport users. She said that if things happen over which the Commission has no control, the Airport should not receive the blame. Commissioner Kadish said that there was absolutely nothing wrong with the individual Commissioners going to the Airport, seeing the situation, and calling certain things to the attention of staff. She said that items related to slot times, crowded conditions, ventilation, etc., had been initiated by Commissioners who had seen the situation and called staff's attention to the problems.





Commissioner Kadish told Mr. Turpen that she hoped he would have someone spot-checking all aspects of the Airport at all times.

\* \* \*

A.B.C. Cigar Company - Amendments to North Terminal Newsstand and Giftshop Leases.

Resolution approving amendments to leases to A.B.C. Cigar Company for operation of a Newsstand and Bookshop and a Gift and Sundries Shop in the North Terminal.

Mr. Turpen said that the staff was in receipt of the changes suggested by the various Commissioners in the A.B.C. lease and it was currently being revised by Mr. Don Garibaldi, Airports General Counsel, and Mr. Peter Singer, Deputy Director for Business and Finance. Mr. Turpen said that the lease would be brought before the Commission for approval at the July 3 meeting and asked that any further suggestions be forwarded to staff for consideration.

\* \* \*

Timetable for Implementation of the North Terminal Concession Plan.

Mr. Turpen said that, based on the Commission Resolution passed at the June 5 meeting authorizing implementation of Phase I, staff had developed a procedure for the selection of various concessions as outlined in the Commission package. He said that it was planned to take solicitations from interested parties, meet with those interested parties, and simultaneously develop bid specifications which would be brought to the Commission for approval for authorization for bid call; then the concession would be awarded. Mr. Turpen said that staff anticipates bringing various choices of concessions before the Commission on a monthly basis, commencing in July 1979 and proceeding through January 1980. Mr. Turpen said that it was planned that the first package would be for the flower concession at the July 17 meeting.

Commissioner Fleishell said that he had noted an Amusement Package was included and he hoped staff was not planning on any pinball machines. He said that he would be away during July and he wanted the opportunity to contribute his views on this item. Commissioner Fleishell said that he hoped that staff was not starting the plan by awarding a contract each month, and asked how it was planned to construct them; if there would be, for instance, five spaces being constructed by one contractor all at once, or would one space each month be torn up, resulting in continual interruption.

Mr. Singer replied to Commissioner Fleishell, saying that the concession areas under discussion were on the main concourse, opposite the frontal gates and construction would consist of installing fixtures and probably a front wall with locking capability. He said the major portion of the activity was inside and would not disturb passengers.



Commissioner Fleishell said that on the upper level, walls had been constructed at great expense and asked if these walls would have to be reconstructed. He asked Mr. Singer if Mr. Singer was sure that the terminal would not be shut down again.

Mr. Singer said that the terminal would not be shut down again.

Commissioner Goosby asked if there would first be a solicitation of interested parties for the concessions and if there was a set list of names used to notify interested groups. He also asked what organizations would be contacted by this type of solicitation.

Mr. Singer said that the initial solicitation at which staff was looking was one in which a number of people who have indicated interest in a particular kind of concession would come in and review the space available, the kind of facilities, etc., in an attempt to assist staff in providing the bid specification package. Mr. Singer said that the solicitation stage was not one of opening up to the universe, but primarily to assist in preparation of the bid package prior to advertising in newspapers and other forms of media to attract those people actually interested.

Commissioner Goosby referred to stage two, the meeting of all interested parties and asked if there had been any press release of actions by this Commission, as to what type of concessions had been approved for the North Terminal.

Mr. Singer said that a press release will be issued as step 4 with each package.

Commissioner Goosby said that a month's time did not really give the small businessman, or those who never before felt they were welcome at the Airport, enough time to "scramble" for bidding. He said that there should be a much wider distribution of notice of solicitation of interest. He said that there should be some kind of press release in the daily press and that over the next six months, hopefully, people will be ready to bid on the various concessions. He said that after wide advertising, interested people could contact the Airport, but there must be publicity given to the process so that people will not be able to say that they were unaware of the opportunities at the Airport.

Mr. Singer said that staff anticipated that the Human Rights Commission would be able to work with the communities.

Commissioner Goosby said that the Airport Commission could put out the press releases through the Airport's Public Relations Department. He emphasized that the concession process needed as much publicity of the proper type as it was possible to get. Commissioner Goosby said that he had met with Mr. Heath and a group from the community which expressed the need, and Mr. Heath concurred, that it was important to have a representative of small business entrepreneurs to assist with the development of the specifications. Commissioner Goosby said that it was important that the specs not make it unnecessarily difficult for some people to bid unless they were already big operators in a particular field. Commissioner Goosby said that he wanted to caution the Commission and the staff and to express his concern that small business people be alerted to opportunities available at the Airport. The Commissioner said that he did not want anyone to say that, by omission on the part of the Airport, they were eliminated from competition.



Commissioner Kadish said that the information must be published broadside, so everyone was aware of the possibilities and so that the Commission was not derelict in any way; she warned that staff should be very careful.

Commissioner Bernstein asked if a concession which didn't fit into any of the listed categories came along, would it have to wait until February.

Mr. Singer said that it would have to wait.

Commissioner Bernstein asked how it was possible to limit the list in that manner.

Mr. Singer replied that the Commission had voted on this matter at the last meeting.

Commissioner Bernstein said he noted some service departments on the list and what if someone wanted to open a key shop.

Mr. Singer said that a key shop was included. Commissioner Bernstein said that it was not included on the list.

Commissioner Bernstein asked about the ice cream concession, and if that was not limited to one of the present concessionaires.

Mr. Singer replied that it was limited to current concessionaires in the Terminal Area, but not elsewhere on the Airport.

Commissioner Coblentz asked where on the Airport, if not in the Terminals.

Mr. Singer replied that the Garage had been considered.

Commissioner Coblentz said that some of the Commissioners pressed very hard for ice cream, but after seeing the carpet, he would be very much against cones and that if the ice cream was not sold in a parlour, he would be very much against it.

Mr. Singer said that a parlour with no cones available was what was planned.

Commissioner Kadish said that she had noticed that there was no key concession on the list and that this had been discussed at some length in regard to providing service to the traveler. She said that if this list was locked in concrete, it would be so inflexible that it would be impossible to adapt to needs of travelers. Commissioner Kadish said that she could only vote for this item if the list is only a starting point and that anything else which comes up that seems timely and appropriate could be interspersed among these items.

Commissioner Kadish said that her concern was that a bid which goes out in July might not actually start functioning until December and that what was being done was possibly passing on these items for another year. Commissioner Kadish said that something must be done which enables the Commission to get these services and concessions into the Airport far sooner than a year from now.

Mr. Singer discussed the probable time table and the length of time it would take to get the concessions actually approved. He said that when the concession actually gets started will depend to some degree on what is required for the concession facility, whether the work can be done in a short period of time or will it take longer. Mr. Singer said that what he was attempting to do now was to structure the times for going out for the bid call.





Commissioner Kadish asked about the inflexibility of the process.

Commissioner Coblentz said that instead of putting out the information on the items staff is proposing, it should be stated, "We are proposing to do the following... but are soliciting suggestions for other concessions", and perhaps some valid ideas would be received.

Commissioner Bernstein said that a wine and cheese shop had been informally discussed but that idea was not on the list. He said that he had some interest in there being a concession of that type, if the space was available, but apparently it couldn't be considered until 1980.

Mr. Singer said that the question he was addressing was what priorities would the Commission like to establish.

Commissioner Bernstein said that you don't establish priorities in the running of a shopping center.

Commissioner Coblentz suggested that instead of advertising for solicitation of concessionnaires in certain categories and then holding a series of meetings on them, that the list be distilled down and advertising done for all at one time, rather than in a series.

Commissioner Goosby said that he had mentioned this idea at the last meeting, but Mr. Heath had said that if the list wasn't approved at that meeting, staff would receive a thousand recommendations for what should go into the space. Commissioner Goosby said that he agreed with Commissioner Coblentz, that if the list was published in its entirety, people could find what the recommendations tentatively were and then, unless an idea that "blows your mind" is received, the existing ideas would be incorporated. Commissioner Goosby said what he was trying to say was, "don't close yourself off".

Commissioner Kadish commented that the list was terribly rigid.

Commissioner Fleishell said that the matter was voted on at the last meeting. He said that the Airport had hired a consultant, spent that money, when perhaps the matter could be handled the way Honolulu had, through a very logical process. He said that Honolulu had invited the existing concessions in as they knew the needs of the Airport and the passengers, and ended up with one of the most innovative concession areas in the world. Commissioner Fleishell said that the Commission didn't want fast food, and it could not be on the premises, and litter would result from the use of paper plates and cups when people walked out with the food.

Commissioner Kadish said that those ideas should be in the criteria developed. She said that at least three Commissioners have expressed no objection basically to the type of concession list developed.

Commissioner Coblentz said that the first step, solicitation of interest in concessions, should be a broad one. He said that staff should not be tied down to types of concessions or specific dates. He said that he thought the Commission should give staff flexibility, so that after solicitation of concessionnaires, preparation of specs, etc., new ideas will still be able to be received.





Mr. Singer said that that was the purpose of the last meeting's discussion, at which time maps had been examined and suggestions made for concessions.

Commissioner Coblentz asked about Commissioner Bernstein's previous suggestion about Italian products.

Mr. Singer said that that was not listed among the first group.

Commissioner Bernstein said that the list indicated the month of July would be devoted to the flower concession, which should be resolved in one afternoon, and if something new should develop, it couldn't be considered for seven months, until January. He said that staff should not think they could limit themselves to a flower concession for a month and ultimately, it was up to the Commission to decide what kinds of concessions were wanted at the Airport.

Commissioner Kadish said that it was the Commission's consensus that there were concessions talked about which were not included; that there should be all kinds of advertising so everyone could be aware of what was available; and that when all the ideas were pulled together, there should be bids going out, perhaps, three a month, instead of just one a month.

Commissioner Goosby said that this was just the starting point, and that it was discussed at the last meeting when Commissioner Bernstein had been assured that the list was not set in concrete. Commissioner Goosby said that this was one of the final considerations Commissioner Bernstein asked about just before he voted on the resolution. Commissioner Goosby said that the entire Commission was in favor of staff not restricting itself to doing just one thing in July, but to expand the items if possible.

Mr. Singer said that there were five other concessions which would be coming before the Commission in July, including the newsstand and gift shops in both the South and Central Terminals and the Garage concession.

Commissioner Bernstein referred to a memo he had received from Mr. Singer over a year ago which listed concessions which were not on the current list.

Commissioner Kadish told the staff that the Commission wanted them to move ahead with the flower concession for July, but to simultaneously give information out to the public at large that other concessions were ready to be considered. Commissioner Kadish said the whole merchandise aspect cannot be prioritized in the same manner that administrative matters are prioritized.

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#### Agenda Items Initiated by Commissioners

There were no agenda items initiated by Commissioners.

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#### Agenda Items Involving Airport Policies or Major Operational Decisions.

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:



- (1) Professional Services Agreement to Review and Evaluate the Performance of Airport Commission Contracts.

No. 79-0186                      Resolution approving the terms and conditions and authorizing the execution of a Professional Services Contract with Irving Soffer to review, and evaluate the performance of Airports Construction Contracts for a total fee not to exceed \$2,360.00 per month.

Mr. Turpen said that at the June 5 meeting, staff had presented the professional services agreement with Mr. Soffer, to evaluate the performance of contracts, at a sum not to exceed \$2,400 monthly.

Commissioner Kadish said that she was most impressed with the plan. She said that it was very much needed.

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On motion of Commissioner Coblenz, seconded by Commissioner Bernstein, the following resolutions were unanimously adopted, as amended:

- (2) Recommendations for Selection of Architects for Four Projects of Less Than \$2,000,000.00

No. 79-0187                      Resolution awarding Engineering Building Remodeling contract to Robert B. Wong.  
No. 79-0188                      Resolution awarding Firehouse contract to Young and Associates.  
No. 79-0189                      Resolution awarding Public Reading Lounge contract to Stevens-Haag.

Mr. Turpen said that this proposal concerns a short list of 14 minority consultants which was developed after staff review of 35 minority firms. He said that from the short list, recommendations had been developed that the Engineering Building Remodeling should go to Young and Associates; the Firehouse job should go to Robert B. Wong, the Public Reading Lounge to Stevens-Haag; and the Pier D Remodeling to Judith Wolf Crutcher & Associates.

Commissioner Kadish asked if Pier D wasn't a Hughes Airwest project.

Mr. Jason Yuen, Chief Project Manager of the Bureau of Terminal Construction, said that the list was given to Airwest, who had selected the women's firm of Judith Wolf Crutcher & Associates.

Commissioner Kadish asked if the decision had been made by Airwest, and if the Commission was only being asked to approve the recommendation.

Mr. Yuen said that that was the case.

Commissioner Coblenz asked if the firm practiced in San Francisco, and where Ms. Crutcher had gone to school.

Mr. Yuen said that they were in San Francisco, and that he would have to check the records regarding where she had gone to school.



Commissioner Kadish said that it appeared that Airwest had selected their own architects without using the list prepared by the staff.

Mr. Yuen said there had been an omission on the list. He said that at this point the contract had not been signed, but was in the process of negotiation.

Commissioner Kadish said that if their negotiations broke down, it might be the recommendation of the Commission to take the first name on the list.

Commissioner Goosby asked the rank of this firm on the short minority list.

Mr. Yuen explained that this project was not an Airport project, but an airline project.

Commissioner Goosby asked if this was the first time the airlines have cooperated in this effort.

Mr. Yuen replied that it was.

Commissioner Kadish said that there were two other jobs before the Commission: that of Robert B. Wong who had the Engineering Building project and is currently working on that, and had been recommended for the Firehouse. Commissioner Kadish said that it was her understanding that this Commission felt that when an architect already had one job, he would not be recommended for another job concurrently or until the list had been depleted. She said that if the Airports Commission was to follow its own policy, and also saw fit not to upset the architectural committee by taking one architect off one job and upgrading him to another job, the procedure would be to take the second firm selected, Young & Associates, for the Firehouse job.

Commissioner Goosby said it was not the policy of the Commission, and certainly not the policy of staff, to have someone work on two projects. He noted that the Commission had said that the Airport Architects had so much work, but that once an architectural firm had done preliminary work, the Commission couldn't give that work to another architect. He said that regarding the remodeling project, it appeared that part of the work had been completed, and yet it was proposed to have another firm take over. Commissioner Goosby said that it began to look as though the Commission had questionable credibility, and the Commission would do what it wanted, regardless of what policy had been previously set.

Commissioner Fleishell said that he had never heard of a Public Reading Lounge, and asked what it was all about.

Commissioner Kadish asked Mr. Yuen to explain.

Mr. Yuen said that the Reading Lounge would be installed in the empty space next to the Cafe Espresso, on Pier I. He said that the Commission had previously decided that the area should be devoted to a quiet space for people to sit, read, have coffee, etc.

Commissioner Kadish said that, in other words, it would be the average person's VIP room.

Mr. Turpen said that he believed, with respect to the Firehouse contract, the decision on Commission policy had followed the selection of Mr. Wong, and that Mr. Wong has agreed to be removed from consideration.





Mr. Robert Lee, Deputy Director for Planning and Development, said that he thought Mr. Heath's memorandum explained the situation: in early February, 1978, the Firehouse contract was awarded to Wong & Brocchini, one of the six firms selected for major projects; Robert B. Wong had been recommended for the Firehouse, since he had already designed five such facilities and was presently working on the one at McClellan Air Force Base; Mr. Heath subsequently decided to give Mr. Wong the remodeling of the Engineering Building because he voluntarily relinquished the Firehouse project.

Commissioner Kadish said that the award was made the same day that the four other projects went out: Willis, Geotech Survey, Anshen & Allen and Gensler & Associates.

Commissioner Bernstein asked if there weren't six architects involved.

Mr. Lee told him there were fourteen, six on the major projects list from which two projects had been awarded.

Commissioner Bernstein asked how many there were going to be. Mr. Yuen told him probably eight or ten minor jobs of from \$100,000 to \$300,000.

Commissioner Bernstein asked if all the architects weren't generally adequate or satisfactory. Mr. Lee answered that on the short list, some firms were better suited by their experience to certain projects.

Commissioner Bernstein said that if the Commission was going to follow its own rules set down for various people, perhaps the Commission should say that everyone would get a chance at the project.

Mr. Lee said that the policy that the Commission set for the award of the Remodeling was made prior to the establishment of the minority list.

Commissioner Kadish said that there had never been approval given on the remodeling of the Engineering Building, except by staff itself.

Commissioner Bernstein asked how many square feet were in the Firehouse, and what the estimated cost would be.

Mr. Lee responded that the size was about 15,000 square feet, and that the cost was approximately a million dollars, and that the cost was higher because it had to be a certain type building.

Mr. Lee said that the selection board had tried to obtain the best qualified firm for this particular job, and Robert B. Wong had appeared to have the best qualifications. Mr. Lee suggested that Fire Chief Robert Barry be asked to give his opinion.

Commissioner Coblenz called for the question.

The resolutions were amended so that the Engineering Building Remodeling was awarded to Robert B. Wong, and the Firehouse to Young & Associates. The Public Reading Lounge went to Steven Haag, which was the way the resolution had been originally written.

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Mr. Eric Craven, Commission Secretary, announced that the following item had been changed, in that the transfer of funds was not necessary at this time, and that the only resolution to be considered was the award of Contract No. 1100.

On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

- (3) Transfer of 1977 Bond Funds from Airport Contract 1001, Control Tower at Garage, to Contract No. 1100, Boarding Area E, in the amount of \$3,005,330 and Award of Contract No. 1100, Boarding Area E - \$12,705,330.00

No. 79-0190

Two resolutions, one to transfer 1975 Bond Funds in the amount of \$3,005,330 from Airport Contract 1001, Control Tower at Garage, to Contract 1100, Boarding Area E; and another resolution to award Contract 1100 to F.P. Lathrop Emeryville, CA 94608, on the basis of Base Bid plus Alternatives A, B, C, and D.

Four bids were received June 7, 1979:

<u>Contractor</u>	<u>Base Bid + Alternates A, B, C, &amp; D</u>
1. F. P. Lathrop Construction Co.	\$12,705,330
2. Engstrum & Nourse/ Stolte (A Joint Venture)	\$13,811,760
3. Titan Group	\$14,312,960
4. Joseph t. Barnes & Homer J. Olsen (A Joint Venture)	\$14,794,700

Commissioner Goosby said that the Human Rights Commission had questions about this contract.

Mr. Yuen told him that the Human Rights Commission had asked for a delay in the award, but in the interests of time, the contract should be approved, subject to Human Rights approval.

Commissioner Kadish said that it was her feeling that the award was essential because of the cost of even one day's delay, and that Human Rights should move more quickly.

Commissioner Coblentz said that the Human Rights Commission should be warned to move more rapidly because it cost 1.5% for every month of delay.

Commissioner Goosby said that there appeared to be a problem because either Mr. Heath wasn't getting the information to Human Rights quickly enough, or the contractor, Lathrop Construction, was not cooperating. Commissioner Goosby said that this was the second time that Human Rights had asked for a delay to give them more time. He said that it could be that they were not on top of things, or people were not cooperating; however, the process of construction could not be delayed.

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On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

- (4) Resolution Approving Transfer of Jurisdiction of Former Downtown Heliport to the Port Commission

No. 79-0191

Since the discontinuance of helicopter operations from the Ferry Building to the Airport in 1970, the 1446 square foot ticket sales/lobby/office has been surplus to Airport needs. This resolution will authorize transfer of jurisdiction to the Port Commission at no cost to the Airport. The Airport will thereafter be relieved of any liability for rent or removal of the structure.

Commissioner Fleishell said that some months ago, he had asked if the Commission had any jurisdiction over heliport landings other than at the Airport. He suggested that since there were landings on Port property, the Commission should attempt to amend the Charter so that someone has that jurisdiction.

Commissioner Kadish asked Commissioner Fleishell to bring the subject up under New Business.

Mr. Matthew Ashe, of the Airport Real Estate section, said that helicopters were landing at the Port, but not on Airport property.

Commissioner Fleishell said that he was talking about helicopter landings in a general way.

Commissioner Goosby said that the question had arisen before, and the Commission might want to work on a policy regarding that subject.

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On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was placed before the Commission; subsequently, further consideration was postponed to a future meeting:

- (5) Professional Services Agreement

Resolution authorizing the Director of Airports to select a reputable accounting firm and enter into an agreement for professional services in connection with the audit of major concessions and contractors at San Francisco International Airport for a fee not to exceed \$30,000.00.

Mr. Craven said that there was a blank in the proposed resolution, and the name Coopers & Lybrand should be inserted.

Commissioner Coblentz said that the Chief Administrative Officer had asked about bringing more firms in to be considered as bidders on these matters, and wondered why the list was limited to four firms.



Mr. Singer responded that representatives of three different type firms were considered and staff had selected Coopers & Lybrand, a large national firm, to do the work.

Commissioner Coblentz asked if Touche Ross hadn't previously worked for the Airport.

Mr. Singer told him that they had particularly asked for the opportunity to bid on this work.

Commissioner Coblentz said that he thought that better work, perhaps, would be obtained if the list was expanded. He said that the opportunity should be offered to more firms, and mentioned that Main Lafrenz, Touche Ross and Arthur Anderson had all previously done work at the Airport.

Commissioner Fleishell said that he had previously brought up the question of spending money to audit certain national firms, such as the Hilton.

Mr. Singer said that the consolidated audit done by Hilton does not indicate facts about the operation of the local facility alone since it is all incorporated in one report.

Commissioner Fleishell said that he had, the morning of the Commission meeting, talked to the controller of the Hilton Corporation, who informed him that the Airport was provided a certified copy of the local facility information, and not a consolidated report. Commissioner Fleishell said that a certified audit is always made by an outside accountant which annually audits the operation. Commissioner Fleishell questioned the totally different information the Commission had received on this matter and said that they all agreed it was a waste of money to pay for independent statements on national firms.

Mr. Singer said that in staff's review of some of the national firms, particularly the auto rental firms, many differences have been uncovered in the manner in which revenues were accounted for. He said that significant amounts of money have been recovered when other firms' auditing does not meet the Airport requirements. He listed the amounts of money recovered in the past.

Commissioner Coblentz asked that the item be held over and additional names, including Alexander Grant & Company and Laventhol & Horwath, be added to the list of firms to be considered.

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On motion of Commissioner Coblentz, seconded by Commissioner Bernstein, the following resolution was unanimously adopted:

(6) Robertshaw Contract

No. 79-0192

Resolution approving contract between Robertshaw Controls Company and the City and County of San Francisco for the full service and complete maintenance of automation and temperature control system in the Boarding Areas H and I and Connector. Payments shall not exceed \$16,530.00 in the first year.

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On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously approved: \*

(7) United Airlines -- Rental Credit

No. 79-0193

Resolution authorizing a rental credit to UAL not to exceed \$25,000 for the purpose of contracting a traffic study of the North Access Road in connection with the proposed development of Plot E for UAL employee parking.

Mr. Turpen said that staff felt that United Airlines was entitled to a rental credit.

Commissioner Coblentz said that this resolution solves many problems, and that UAL was spending a substantial sum of money, and it made a great deal of sense to immediately approve the item.

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On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously adopted:

(8) Services Agreement with San Mateo County for Harold N. Barker, Chief of Airport Police

No. 79-0194

Approving service agreement between City and County of San Francisco and County of San Mateo for services of Harold N. Barker as Chief of Airport Police.

Commissioner Goosby asked if San Mateo County had released Chief Barker.

Commissioner Fleishell replied that San Mateo seemingly had done so.

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On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, the following resolution was unanimously approved:

(9) Approval of SFIA Energy Conserving Design Criteria

No. 79-0195

A resolution approving the May 1979 SFIA Energy Conserving Design Criteria prepared by Willis and Associates under Contract with SFIA. This criteria satisfies Phase 1 and 2 requirements of the contract scope of work, and will be the basis for design review of M & R Projects for energy conservation and compliance with the California Energy Commission Title 24 Requirements.

\* Commissioner Kadish left at 3:31 during the brief discussion of Item (7) and returned at 3:35 before the vote on Item (9).





Commissioner Coblentz said that he was curious about the cost of the energy manual, saying that he was personally affronted by the elaborateness of the document.

Commissioner Kadish requested a response from the architectural and engineering staff on the M&R Program in relation to the assistance available to them from the manual.

Mr. Yuen explained that in August, 1978, the Commission retained the firm of Beverly Willis & Associates to develop an energy conservation policy. He said that under that contract, there was to be the development of an energy manual for the architects to follow; the Willis firm was to review all future projects for compliance.

Mr. Yuen explained that the book was prepared in such an elaborate manner because it was made up to match the Master Plan, which had been prepared by the Joint Venture, Warnecke & Dryfuss & Blackford. Mr. Yuen explained the costs: each binder, \$10.00; layout, setting of type, etc., roughly \$6,000; printing \$3,400; plus other incidentals, making a total cost of about \$11,000 for a hundred copies. Mr. Yuen said that the same cost problems had come up with the Master Plan, so a black and white printing had been requested prior to the color printing.

Commissioner Kadish asked who received the hundred copies.

Mr. Yuen told her that they went to the architects, tenants with major projects, and to the recipients of Commission packets. Mr. Yuen said that the contract required 35 copies, but the cost for a hundred copies was only the amount extra for the paper used.

Commissioner Kadish said that she thought the Commission was in an embarrassing position in regard to the manuals.

Mr. Yuen said that the money for manuals was included in the contract, and since it was available, the consultant thought it could be put to good use in this manner.

Commissioner Fleishell said that he questioned the necessity of any further performance in this area. He said that he had shown the document to two architects who were working for the Airport, and they didn't feel it would be helpful, as they already knew the subject. Commissioner Fleishell quoted from the manual, reading that "innovative controls are encouraged for SF Airport", and asked if it was necessary to have a manual to tell people to turn out the lights. He said, however, that it was now in existence, and should be approved.

Commissioner Kadish withdrew her question in regard to the helpfulness of the manual and said the matter should be discussed further in executive session.

Commissioner Coblentz said he hoped any future duplication would be done by xerox.

Commissioner Goosby asked exactly what the work of the consultant was.

Mr. Yuen told him that it was to review projects for energy conservation.



Ms. Beverly Willis, principal in the firm of Willis and Associates, asked to speak. She said that she wanted to give another perspective. She recalled that the concept of an energy consultant was initially controversial. Ms. Willis said that presently the Commission was saying that architects knew energy and could design buildings to be energy conserving without proper consultant help, but that was not the case at the particular time her firm was hired. Ms. Willis said that her firm undertook a crash program to move ahead rapidly, and worked day and night and weekends to come up with a document to fit the design of the M&R Program. Ms. Willis said that her firm had done a computer run which revealed that if the guidelines established in the manual were followed, energy conservation for the M&R projects would reach between 20 and 30 percent. Ms. Willis said that when one talked about energy conservation, they were talking dollars and a substantial amount of dollars, and that until the document had been completed, the Airport had no such guidelines. Ms. Willis said that the State's Title 24 did not cover airports. She said that her firm had spent considerable time working with the State of California Energy Commission in order to produce something which they felt was within the State's guidelines, and yet which also served the best interests of the Airport. Ms. Willis said that she felt the money spent for the document itself, not the printing, was the best money the Commission could possibly spend. She said that in regard to the printing, her firm had simply been given instructions by the Airport Architects who had designed the layout, etc. to match the Master Plan. Ms. Willis said that the manual applies to that part of the process wherein work is reviewed; Willis & Associates have been acting as building inspectors by reviewing plans and specifications for Airport Architects, Gensler & Associates and Anshen & Allen, as they relate to energy and application to Title 24.

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Consent Calendar of Routine Administrative Matters.

On motion of Commissioner Coblentz, seconded by Commissioner Fleishell, all the resolutions on the Consent Calendar were adopted - 4 ayes (Kadich, Coblentz, Goosby, Fleishell), 1 nay (Bernstein):

(1) Modifications to Base Schedule.

No. 79-0196                      Resolution approving the modifications to the Base Schedule approved and adopted by resolution at the April 17, 1979 Airports Commission meeting.

The modifications for which approval is being requested include changes to work sequence and corrections to graphic errors found within the schedule since its approval.

These corrections and modifications for which approval is being requested, with the exception of the construction of Ramps of Boarding Area "E", does not change the opening date of Boarding Area "E" nor does it change any other project completion date. These changes also do not change any of the project budgets.

(2) Contract No. 1200, Central Terminal Modernization, Approval of Additional Services, Wind Dynamic Analysis Air Traffic Control Tower.

No. 79-0197                      Resolution approving additional services for a Wind Dynamic Analysis of the Air Traffic Control Tower.

The proposed analysis will assess the degree of motion to be anticipated in the upper levels of the Tower due to wind and the need, if any, for additional structure to resist that motion.

This is to insure that the Tower will be sufficiently resistant to wind-induced movement to prevent discomfort due to motion sickness which could affect the performance of Air Traffic Controllers.

The maximum fee for this analysis is \$13,000.00.

An allowance of \$20,000 was certified for additional services as a part of the design-development phase of the contract. This funding was not allocated to a specific use; however, it was anticipated that a structural analysis as described above would probably be required. The determination of the need for this work and the fee involved had to be deferred pending further development of the Tower design which, at that time, was only a preliminary feasibility study with insufficient detail on which to base a decision.



- (3) Approval of Amendment to Professional Services Agreement with Arthur Andersen & Company.

No. 79-0198

Authorizes Phase II of the FIRM implementation project Financial Information component.

Contract amount	\$319,000
Phase I authorization	90,000
Phase II authorization	125,000
Yet unauthorized	104,000

- (5) Bid Call for Airport Contract No. 1189, Drainage Improvement at Gate 68 - Pier "FF".

No. 79-0199

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1189, Drainage Improvement at Gate 68 - Pier "FF".

The purpose of this contract is to correct the surface drainage problem at Gate 68, Pier "FF", by repaving and adjusting slopes around the building.

The work, in general, consists of constructing new sidewalks and ramp area at a level above the adjacent apron which will provide a drainage flow away from the building.

Construction time is 30 calendar days.

This work is not part of the Expansion Program.

- (6) Bid Call for Airport Contract No. 1248, Emergency Airfield Pavement Repairs, Fiscal Year 1979-80.

No. 79-0200

Resolution approving the final plans and specifications and authorizing the Director of Airports to call for bids for Airport Contract No. 1248, Emergency Airfield Pavement Repairs, FY 1979-80.

The purpose of this annual contract is to prevent important airfield pavements from being taken out of service and to avoid hasty negotiations for emergency pavement repairs by providing a means to perform urgent repair work over and beyond the capability of our maintenance forces.

Construction time is not specified, but the contract will terminate on June 30, 1980 unless extended.





- (7) Modification No. 56 (Debit), Airport Contract No. 1000,  
Garage: Stage IV - Superstructure Addition, \$137,315.00.

No. 79-0201      Resolution approving and requesting the  
Controller's certification of Debit  
Modification No. 56 to Airport Contract  
No. 1000, in the total debit amount  
of \$137,315.00.

The contractor for this project is  
Robert K. McKee, Inc.

This modification adds 1 inch of fire-  
proofing to top and bottom of metal deck  
soffit and revises contract details on  
Pedestrian Bridges E and F.

Original amount of contract	\$50,414,395
Previous modifications	2,254,306
Revised amount of contract to date	52,668,701
Modification No. 56 (Debit)	137,315
Revised amount of contract	\$52,806,016

This contract is part of the Airport  
Expansion Program.

- (8) Modification No. 57 (Debit), Airport Contract No. 1000  
Ratifying Action of Director of Airports on Change Orders,  
Garage: Stage IV - Superstructure Addition, \$12,172.00.

No. 79-0202      Resolution approving and ratifying the  
action of the Director of Airports in  
approving Change Orders 131 thru 133  
and requesting the Controller's certi-  
fication of Modification No. 57 to  
Airport Contract No. 1000, in the total  
amount of \$12,172.00.

The contractor for this work is  
Robert E. McKee, Inc.

The work consists of revising electrical  
services to Control Air Compressor DAC-1  
in the Central Plant; performing addi-  
tional refurbishment of existing 400KW  
emergency generator TG-3; and installing  
pedestal-type fire-hose cabinets in lieu  
of column-mounted in Segment 6 at column  
line TT/221, levels 1 thru 4.

Original amount of contract	\$50,414,395
Previous modifications (Debit)	2,391,621
Revised amount of contract to date	52,806,016
Modification No. 57 consisting of the following Change Orders:	
No. 131, \$ 851.00 (Debit)	
No. 132, 4,391.00 (Debit)	
No. 133, 6,930.00 (Debit)	12,172
Revised amount of contract	\$52,818,188

This contract is part of the Airport  
Expansion Program.



- (9) Modification No.58 (Debit), Airport Contract No. 1000,  
Garage: Stage IV - Superstructure Addition, \$248,320.00.

No. 79-0203

Resolution approving and requesting the Controller's certification of Debit Modification No.58 to Airport Contract No. 1000, in the total debit amount of \$248,320.00.

The contractor for this project is Robert E. McKee, Inc.

The work completes specific areas in Contract 1000 which are essential to the operation of the North Terminal Complex prior to the Terminal's scheduled opening date.

Original amount of contract	\$50,414,395
Previous modifications (Debit)	2,403,793
Revised amount of contract to date	52,818,188
Modification No. 58 (Debit)	248,320
Revised amount of contract	\$53,066,508

This contract is part of the Airport Expansion Program.

- (10) Modification No. 1 and Completion of Airport Contract No. 1042 - Repaint Restricted Areas Between Taxiway "A" and Taxiway "B".

No. 79-0204

Resolution accepting the work under Airport Contract No. 1042, Repaint Restricted Areas between Taxiway "A" and Taxiway "B", as satisfactorily completed: approving and requesting the Controller's certification of Credit Modification No. 1 in the amount of \$1,861.21; extending the completion date from May 19, 1979 to May 22, 1979; and approving the final payment in the amount of \$51,490.79 in favor of the contractor, Malott and Peterson-Grundy, 2412 Harrison Street, San Francisco, CA 94110.

Original amount of contract	\$53,352.00
Modification No. 1 (Credit)	(1,861.21)
Final amount of contract	51,490.79
Performance time of contract	
Original	20 calendar days
As modified	23 calendar days
Effective date of contract	April 30, 1979
Original completion date	May 19, 1979
Modified completion date	May 22, 1979

This contract is not part of Airport Expansion Program.



- (11) Airport Contract No. 1176, Emergency Airfield Pavement Repairs, Modification No. 1 - Extension of Time.

No. 79-0205

Resolution approving Modification No. 1 extending the completion date 62 calendar days from June 30, 1979 to August 31, 1979, at no additional cost to the City.

There is a balance of approximately \$13,400.00 remaining in this annual emergency repair contract. The extension of time will enable the City to have the service during the interim period before the fiscal year 1979-80 contract is available for use.

Original amount of contract	\$63,290
Modification No. 1 (Time Extension)	No additional cost
Revised amount of contract	63,290
Amount Earned to Date (Approximately)	49,890
Amount available for further repairs	\$13,400
Original completion date	June 30, 1979
Modified Completion date	August 31, 1979

This contract is not part of the Airport Expansion Program.

- (12) Tenant Improvement: American Airlines, Modification to Outbound Baggage Handling System at South Terminal, \$335,000.00.

No. 79-0206

Resolution approving the final plans and specifications submitted by American Airlines showing proposed revisions to their outbound baggage handling system at the South Terminal. The project consists of installing a new baggage carousel on the field side of the terminal service road. The carousel will be fed by an overhead conveyor belt extending from the existing off-loading belt at the back of the South Terminal.

The work will be done by American Airlines at their own and sole expense and without rental credit. The estimated cost is \$335,000.00.

- (13) Tenant Improvement: Air California North Terminal Facilities - \$325,000.00.

No. 79-0207

Resolution approving the final plans and specifications submitted by Air California showing space improvements in their lease areas in the North Terminal. The work consists of constructing offices, employee facilities, and baggage handling facilities.

The work will be done by Air California at its own and sole expense and without rental credit. The estimated cost is \$325,000.00.

This project is a tenant improvement to facilities constructed under the Airport Expansion Program.



Commissioner Bernstein requested that all future items containing modifications be separated into a single section, as he intended to vote against all modifications.

Commissioner Bernstein then referred to Item (6), Modification No.56 to Airport Contract No. 1000, and said that the contractor, McKee, was asking for \$2 million more, and wondered why the other Commissioners had voted to pass the item.

Commissioner Kadish said that Mr. Soffer was going to investigate the contract and the legitimacy of the McKee claim.

Commissioner Bernstein asked why the \$2 million couldn't be held up.

Mr. Turpen said that the requested modification was for \$137,000, not \$2 million.

Commissioner Kadish said that if the item hadn't been approved, the job could not move ahead.

Commissioner Coblentz said that approval of the modification would not affect the Airports' rights, that the matter in dispute was a substantial sum of money.

Mr. Don Garibaldi, Airports General Counsel, said that this particular work was required by the Fire Marshall.

Commissioner Bernstein asked if this item was also in dispute, and Mr. Garibaldi told him that it was not disputed.

\* \* \*

#### Items Removed from Consent Calendar.

##### (4) Contract Modification - Willis and Associates, Inc.

A resolution approving modification to the August 1, 1978 Willis and Associates, Inc. Contract for San Francisco International Airport Energy-Conserving Consulting Services. The modifications include a change of Consultant name, reassignment of phase budgets, and modification of scope, at no additional cost to the Airport.

\* \* \*

#### Communications.

##### (1) Energy Conservation.

Commissioner Kadish spoke about an article appearing in a San Mateo paper which reported that when San Mateo was having difficulty with its energy supply, the Airport had come through by cutting off the non-essential power for two hours. She asked that staff investigate the possibility of this conservation measure being enacted on a regular, daily basis.

\* \* \*





. Trailing Calendar of Old Business.

There was no discussion of any item.

\* \* \*

. Adjournment of Public Meeting.

There being no further business before the Commission, the public meeting was adjourned at 3:52 p.m. to go into Executive Session.

  
Eric Craven  
Commission Secretary













